



INVICTUS

DEVELOPMENT



City of Tampa Rome Yard Mixed-Use Development

RFP for Real Estate Development

Due: Tuesday, December 15, 2020 by 12:00 PM (EST)

Submitted by:

InVictus Development, LLC
1910 W. Cass Street
Tampa, Florida 33606
Phone: (813) 448-7868

Submitted to:

City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, FL 33602



December 14, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

COVER LETTER

Re: City of Tampa Request for Proposal for Real Estate Development Services – Rome Yard Mixed-Use Development issued October 15, 2020 (Contract #20-P-00042) – “Rome Yard RFP”

Dear Committee Members:

InVictus Development, LLC appreciates the opportunity to submit a Proposal in response to the captioned Rome Yard RFP. InVictus Development, LLC (“InVictus”) is a City of Tampa Certified SLBE and a Florida certified WBE development company located in West Tampa whose principals – both longtime residents of Tampa – have in-depth knowledge of and experience in developing affordable and mixed-income multi-family developments. InVictus has assembled a team of professionals that includes two joint venture partners, The Bedford Group of Companies (“Bedford”) and ADC Communities II, LLC (“ADC”, a development affiliate of Alliant Capital), development companies who bring experience in mixed-use developments and for-sale townhome developments as well as financial wherewithal and significant minority business participation. InVictus will be the lead firm.

InVictus and its joint venture development partners, Bedford, and ADC (collectively, the “InVictus JV”) clearly understand the scope of the development services being sought under the captioned RFP and has assembled in its team the best qualified firms and individuals to perform the full scope of the engagement outlined in the Rome Yard RFP (the “InVictus Team”).

As this submittal demonstrates, the InVictus Team has the capability, capacity, creativity, and direct experience to successfully plan, design, finance, develop, manage, and operate a development that is responsive to the Rome Yard RFP, is consistent with the West Tampa CRA Strategic Action Plan and the West River A Community Vision, and provides a benefit to the community. The InVictus principals have an extensive and proven track record serving as lead developer team members in the development of both affordable and mixed-income housing, including experience in providing development pursuant to a development agreement with the City of Orlando and Orlando Community Redevelopment Agency.

InVictus has familiarity with the process required to secure all types of financing, has direct experience in a wide variety of financing structures, and has a strong record of attracting favorable financing for its projects. The InVictus success includes tax-exempt bond financing through local Housing Finance Agencies and financing from state housing credit agencies, equity from housing credit and opportunity zone investors, and permanent financing executions through Freddie/Fannie, HUD, and conventional financing institutions. With the addition of Bedford and ADC, InVictus adds even greater experience and capability to execute on any financing structure required to bring our proposed project to fruition.

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InVictus, as lead developer, can go toe-to-toe with any development company responding to the Rome Yard RFP because we know how to assemble the kind of team that is needed to successfully complete and operate a variety of development types. Because of our local roots and those of many of the incredible members of our team of professionals, we are able to gain recognition for the talent and ingenuity of the Tampa small business community. InVictus is a City of Tampa Certified SLBE as well as a State of Florida Certified WBE whose principals have been in the industry for far longer than the five years InVictus has been in existence. As individuals, we have extensive experience not only in development but in prior careers in construction and commercial finance law that give us a fuller perspective on all aspects of taking a project through to completion and operation. We will certainly not be the largest lead development firm to respond, but we have assembled a formidable, inclusive team that gives us depth of knowledge in every field needed to meet the requirements of the RFP and then some – one that gives us financial strength and manpower at all levels in all areas.

Our subject matter consultants are exceptional. The backbone of any development team is the civil engineering and urban planning firm, and we are proud to have Stantec on our team. We are fortunate to have two talented architectural firms, Bessolo Design Group and Sylla International, to collaborate on building designs and layout. We are pleased to have Walker & Company serve as our principal general contractor who will work alongside Fresh Start Development, a City of Tampa Certified SLBE and WMBE firm, and LEMA Construction to deliver the wide variety of buildings that will make-up our proposed community. The overall development will be expertly managed by JMG Realty, Inc., an experienced and highly regarded management company with experience in leasing and managing mixed income/mixed use developments.

While it is early in the process and not all consultants, contractors, and other professionals have been selected, the team we have recruited thus far demonstrates our excitement about the possibilities the Rome Yard redevelopment site presents, our desire to create a truly exceptional development that can serve as a model for future developments, and to do so in a way that is inclusive of local and underutilized firms. As a woman-owned small local business enterprise, we are committed to reach out to our fellow businesses. We intend to showcase just what a strong small business community Tampa has and how many of these small businesses are owned by extraordinary women and minorities.

Through the process of putting together our proposal we have benefitted from the wide variety of perspectives contributed by unique firms and individuals, including Jeanette LaRussa Fenton of Solutions Services Tampa (engagement with the business community and community organizations), Christine Acosta of Pedal Power Promoters (transit alternatives/car optional living), Ersula Odom of Sula Too (West Tampa historian), Lisa Dilts of CompSpring (placemaking and market analytics), Kevin Bessolo of Bessolo Design Group (development architect), Cheikh Sylla of Sylla International (townhome architect), Katina McClinton of Fresh Start Developments (townhome construction), Johnathon Stanton of LEMA Construction (live/work townhome units, success center, stand-alone retail construction), Lance Walker of Walker & Company, Inc. (multifamily, mixed use construction), Thomas Huggins of Ariel Business Group (Minority Business Inclusion), Dave Kemper and Keith Greminger of Stantec Inc. (civil engineering, land development, urban planning), Bridget Morello of Progressive Engineering (Brownfields Remediation), Frank Hearne of Mechanik, Nuccio, Hearne & Wester (Brownfields/Voluntary Cleanup Tax Credits), Bonnie Smetzer of JMG Realty, Inc. (leasing and property

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management), George Trujillo of George Trujillo Incorporated (commercial and live-work space leasing), and Michelle and Rob Sulzer of Sulzer Inc. (community branding and marketing). Each of these professionals is outstanding in their areas of expertise.

Development companies are not necessarily made better by being bigger; the advantages of a large company include large staff, numerous projects to showcase, and financial wherewithal – all of which are being brought to the table in our proposal. Our JV with Bedford and ADC provides us with backroom support, a wider breadth and greater depth of experience, and the necessary financial resources. By hiring consultants, we can match any larger company’s staffing and we can select consultants who are best suited to meet the specific demands of each individual project. Instead of one company benefitting from the opportunity, a group of companies can participate, gain experience, and build their businesses. We carefully select the projects we do and when we do them, we give them our all. Our reputation allows us to attract excellent partners and consultants and secure favorable financing.

The required information for the lead firm is set out below.

Name: InVictus Development, LLC
Primary Contact: Paula McDonald Rhodes
1910 West Cass Street
Tampa, Florida 33606-1232
prhodes@invictusdev.com
813-448-7868, ext. 100
FEIN: 47-5083123
Organization Type: Florida limited liability company
Date of Organization: September 16, 2015

During the previous five years, InVictus has done business in the following Florida Counties:

1. Orange
2. Hillsborough
3. Citrus
4. Bay

Respondent has reviewed the Rome Yard RFP, including Addendum #1 issued November 13, 2020 and Addendum #2 issued December 7, 2020 and, after consultation with all members, makes the representations set out below on behalf of the entire InVictus Team.

- Neither InVictus nor any member of the InVictus Team is on any of the following lists:
 - Federal Government’s list of “Excluded Parties”
 - City’s list of Barred Companies
 - State of Florida’s suspended vendors list or scrutinized vendors list, convicted vendors list, or discriminatory vendor list
 - Federal debarred and suspended lists.

- Neither InVictus nor any member of the InVictus Team has any outstanding complaints on workmanship issues.
- Neither InVictus nor any member of the InVictus Team performed any repair or construction work for employees of the Planning & Development Department during the time the employee is/was assigned to the Planning & Development Division.
- Neither InVictus nor any member of the InVictus Team has ever been convicted of a felony or are now under charges for any offense.

On behalf of the InVictus Team, we are excited about our proposal and believe that you will be as well. While we believe our proposed development is a well thought out concept, it is only a concept. We fully anticipate that not all elements we have included will ultimately end up in the finished product, we have endeavored to offer a creative concept that is responsive to the RFP and consistent with the tremendous planning and community engagement by the City as set forth in the West River Plan and West Tampa CRA Strategic Action Plan. We truly believe we are the best team for this project and will deliver a product that exceeds the City's and the community's expectations.

Very truly yours,



Paula McDonald Rhodes
President and Manager
InVictus Development, LLC



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**REQUEST FOR PROPOSAL (RFP)
FOR
REAL ESTATE DEVELOPMENT**

**ROME YARD
MIXED-USE
DEVELOPMENT**

ADDENDUM #1

ISSUED: NOVEMBER 13, 2020

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INTRODUCTION

The purpose of this Addendum #1 to the Rome Yard Mixed Use Development RFP is to provide written responses to each of the questions raised either at the October 29, 2020 “Rome Yard Technical Assistance Workshop” or by separate emails received by Rob Rosner as of November 12, 2020 at 11:59 AM. As a result, Sections I – V of this Addendum #1 contain the questions concerning this RFP received by Mr. Rosner on behalf of the City as of November 12, 2020, at 11:59 AM and the City’s written response to each of these questions. Finally, Section VI of this Addendum #1 is a transcript of the October 29, 2020 “Rome Yard Technical Assistance Workshop”.

All potential proposers and developers are also reminded of the following:

- **Section 2-282(i) of the City of Tampa Code PROHIBITS any communication between a potential proposer AND a City official or employee during the solicitation period (and any subsequent protest or appeal) EXCEPT for communications with:**
 1. Any contact person specifically identified in the “City Solicitation” (i.e., Rob Rosner in this RFP);
 2. The Director of the Soliciting City Department (if any is identified in the City’s solicitation) and
 3. The City Legal Department.
- Questions regarding the City Solicitation can either be:
 1. Asked at a “pre-proposal” or “technical” conference, if one is noted or required in the City Solicitation; or
 2. Submitted via e-mail to the contact person specifically identified in the City Solicitation.
- Answers to questions properly and timely submitted by potential proposers will be provided by the City in writing by an “Addendum” to the City Solicitation.
- **Communications by bidders or proposers with City officials or employees in violation of these requirements (Section 2-282(i) of the City of Tampa Code) will result in an automatic disqualification of that bidder or proposed for selection in that pending City Solicitation and any subsequent City Solicitations for a period of six (6) months.**

These restrictions are currently in place. If potential developers and proposers have any additional questions regarding this RFP, those questions must be presented in writing to Rob.Rosner@tampagov.net prior 11:59 AM (Eastern Time) on December 1, 2020. The City will not respond to any questions received after that time and date.

I. PROCEDURE RELATED QUESTIONS

QUESTION #1: When is the application due, Tuesday, December 15 or Thursday, December 17? Page 4 of the RFP has Thursday, December 15, 2020.

RESPONSE #1: December 15, 2020 at noon.

QUESTION #2: Section V.C., “Required Documents For Submittal”, makes reference to a cover page under line item a. What information should we include on the cover page?

RESPONSE #2: Per the instructions in this section, include a clear identification of the written material by section and by page number section.

QUESTION #3: Section V.C., “Required Documents For Submittal”, makes reference to a cover letter under line item b. Aside from including information for Section IV.A, What other information, if any, do you recommend that we include in that letter?

RESPONSE #3: An introduction of your firm including an overview of your understanding of the project and scope of services.

QUESTION #4: Section V.C., “Required Documents For Submittal”, makes reference to a Addenda or addendum under line item c. Can you please provide additional details on this request?

RESPONSE #4: Please acknowledge receipt of the addendum / addenda and confirm that you have incorporated it into your submittal response. See section C(1)(d) – page 17 for instructions

QUESTION #5: Section V.C., “Required Documents For Submittal”, makes reference to building construction company information under line item g. Attachment B is referenced as a document needed under this section. On what page of the RFP can I find this attachment? Aside from attachment B, is there any other information that should be included in this section?

RESPONSE #5: This information should be provided under C (1)(g) as requested.

QUESTION #6: Section V.C., “Required Documents For Submittal”, makes reference to Scope of Services under line item h. Can you please confirm that all the submission requirements and/or documentation requested under section II of the RFP (pages 9-12) should be included in Tab 5. Scope of Services?

RESPONSE #6: YES.

QUESTION #7: Section V.C., “Required Documents For Submittal”, makes reference to Sub-Contracting Forms under line item j. The section makes specific reference to the submission of forms MBD-10 and MBD 20. The RFP includes forms MBD-30 (“City of Tampa-DMI Sub Payments”) and MBD-40 (“City of Tampa-Official Letter of Intent”). Should these forms be included in this section? Are these forms required with the proposal or are they optional?

RESPONSE #7: Forms MBD 10 (i.e. All Solicited Sub-Consultants/Contractors/Suppliers) and Form MBD 20 (i.e. All To-Be-Utilized Sub-Consultants/Contractors/Suppliers) must/shall be completed and submitted with Proposal at time of submission in order to be considered compliant/responsive to RFP. All other MBD Forms should be acknowledged (e.g. MBD-30, etc.) with authorized signature/date to indicate proposer’s intent to complete as applicable should they become recommended awardee

QUESTION #8: In which tab of the proposal submission document should sections IV.B., “Company Ownership Information” and IV.C., “References”, be included?

RESPONSE #8: IV.B., “Company Ownership Information Section B(1)(b) – page 10. IV.B., “References” – B(4)(f) – page 11.

QUESTION #9: At what point in time should the “Official Letter of Intent”, Form MBD-40, be submitted? Under which tab should this document be incorporated?

RESPONSE #9: MBD-40 (LOI) should be provided (ideally w/proposal) to confirm the commitment made between parties as listed on Form MBD-20. However, because Form MBD-20 is a binding document, the completion of LOIs can be submitted later when City declares a recommended winner, but prior to the award.

QUESTION #10: On Page 10 of the RFP, the maximum number of points for Community Engagement/Minority Involvement is listed as 20 points; and on page 14, the maximum point for this item is 15 points. Please confirm the maximum number of points available for this section.

RESPONSE #10: Page 10 has a typographical error. The correct number is 15.

QUESTION #11: Pages 17-18, Proposal Signature Form – Please provide signature requirement if the Developer is a limited liability company.

RESPONSE #11: On Page 42 of the RFP, the form includes Business Type for LLC. Please use this form.

QUESTION #12: Pages 15-16, Section IV. Submittal Requirements A through C lists information that must be submitted with the response. Should this information be included in Tab 10? If not, please specify where this information should be included.

RESPONSE #12: Yes. Submit as Tab 10.

QUESTION #13: Page 17 of the RFP, item g requires completing and submitting Attachment B - Building Construction Company Information. Please provide Attachment B.

RESPONSE #13: Attachment B has been included in this document.

II. INFRASTRUCTURE RELATED QUESTIONS

QUESTION #14: Where are the existing storm pipes and existing utilities running through the site?

RESPONSE #14: The existing utilities are shown in the RFP document as Figures 5 through 8 on pages 32-through 35.

QUESTION #15: What would be restricted as far as building over the existing utility lines?

RESPONSE #15: The sixty-inch (60”) RCP sanitary gravity mains cannot be built over and cannot have structures above them. Secondly, there is a storm elliptical pipeline fifty-three (53) inches by eighty-three (83) inches that traverses the site from southwest to northeast and then discharges into the Hillsborough River. This storm pipeline is also a gravity pipeline and does serve parts of West Tampa. It also cannot

have a structure placed over top of it, but it could have a greenway, roadway, or parking lot built on top of that pipeline.

QUESTION #16: Who is going to be in charge of the monitoring wells? Who's going to be in charge to abandon them, relocate them, repair them etc.? Will that be the developer? or would that be the City of Tampa?

RESPONSE #16: The central area of the Rome Yard property is a site that has been assessed under the State's Petroleum Restoration Program (PRP Facility ID No. 298625669). Groundwater monitor wells that were installed under that program have been or will be abandoned by the State's PRP Agency Term Contractor that was assigned to that site. All groundwater monitor wells for future environmental assessment activities will likely be installed under a Brownfield Site Rehabilitation Agreement and will be the responsibility of the party conducting that assessment.

III. FINANCIAL RELATED QUESTIONS

QUESTION #17: What is the structure (level of detail) around the financial data that is expected to be submitted with this project from a proforma perspective?

RESPONSE #17: The intention for receiving the financial information is to determine if the applicant is capable of funding the project as proposed. If certain credits or models are proposed, please reveal them. If a certain type of lending model is proposed, it will also need to be included in the proposal.

QUESTION #18: What you do expect in a proforma in regard to the land cost?

RESPONSE #18: Land costs are expected to be included in your submittal. Creative ideas for handling the land cost through different avenues such as outright purchase, long term leases (99 years), collaboration with the Community Land Trust, or other creative ideas are encouraged. However, any such creative proposals shall be articulated in the response.

QUESTION #19: Is this site located in an opportunity zone?

RESPONSE #19: Yes. It is in Opportunity Zone 43.

QUESTION #20: What is the city doing with leveraging dollars with foundations and corporations?

RESPONSE #20: No funding from the City or foundations or corporations is contemplated at this time. A proposer will have to assemble their own capital to finance its project redevelopment plans without assistance from the City.

IV. SELECTION PROCESS RELATED QUESTIONS

QUESTION #21: Is there any special certification needed to qualify as a female owned business or minority business?

RESPONSE #21: There is a certification process. Go to the City of Tampa's website at www.tampagov.net to the department scroll down menu, select the Equal Business Opportunity page. The certification

analyst is Ardail Allen. His direct number is (813) 274-5542. He will be able to assist you with regards to any questions regarding certification requirements.

QUESTION #22: What are the names of the members on the selection scoring committee, so that the cone of silence can be complied with?

RESPONSE #22: We do not have the names yet. We are still forming that selection committee. However, per Section 2-282(j) of the City of Tampa Code, NO contact should be made with any City of Tampa employees or officials regarding the RFP except in writing to Rob.Rosner@tampagov.net or the City Legal Department. Any unauthorized contact will result in an immediate disqualification of any response to the RFP and any future City solicitations for a period of 6-months.

QUESTION #23: Does the City have a brownfield credit program?

RESPONSE #23: No. The City does not have a separate brownfield credit program from the state's program. Both sites within the 18 acres have been designated as brownfield areas. Financial incentives are provided by the State of Florida under their program.

QUESTION #24: How would we reach out to potential developers? Would we contact them directly or do we need to go through the City?

RESPONSE #24: An attendee list of participants of the Technical Assistance Workshop has been included on the website. During the Workshop, some introductions of subcontractor and vendors were allowed. This list can be found in the transcript of the workshop included in this document.

V. PLANNING AND HOUSING RELATED QUESTIONS

QUESTION #25: What is the zoning for the site?

RESPONSE #25: This property has an NMU-35 land use (Neighborhood Mixed-Use) and an NMU-35 zoning. This information can be found on page 37 of the RFP document which includes a link to the specific code.

QUESTION #26: Would a PUD (PDA) be well received, or zoning to allow more like 50 dwelling units per acre?

RESPONSE #26:

A PD-A is restricted to 50 acres in the City Code. As a result, the site would not qualify for a PD-A. However, an application could be filed to rezone the site to PD. The current future land use category (NMU-35) limits the maximum density of the project to 35 units per acre. A FAR of 1.5 is allowed for mixed use projects, which is part of what the City is seeking by way of this RFP. Any proposed change to either the zoning (to PD) or the comprehensive plan future land use category would have to be reviewed by staff to determine if it would be supported.

QUESTION #27: What is the income range when you say affordable homes?

RESPONSE #27: When we say affordable (we are using the states definition) meaning affordable to a family with an income at 120% of AMI. Then you have low income and very low income and so projects typically we need to have certain numbers. This request for an RFP as you know in West River, the Housing

Authority is building and meeting a lot of those numbers. What we heard from the community is that they did not want to concentrate poverty and so the request for low income, was that it be at 20%. There are some aspirational goals in terms of percentages of low and workforce housing that we are requesting.

When the City says “affordable” the City is referring to the State of Florida’s definition as contained in Section 420.0004, Florida Statutes. This means that housing must be affordable to a family with an income at 120% of AMI as described in the statute. The statute also identifies criteria for low income and very low-income persons and families. The City would like a mix of housing with at least 20% of the units meeting the “affordable housing criteria” as defined by Florida law on a long term basis . There are also some aspirational goals in terms of percentages of low and workforce housing that the City is requesting as part of the RFP.

QUESTION #28: Can you clarify residential mix of affordable and workforce type housing?

RESPONSE #28: We are looking for 20% of the housing that would be affordable to 80% of AMI and then on top of that 40% of the housing that would be affordable to families up to 140% AMI or workforce housing and then remaining 40% would be unrestricted to income level.

VI. TECHNICAL ASSISTANCE WORKSHOP TRANSCRIPT

The TECHNICAL ASSISTANCE WORKSHOP was held virtually on Tuesday, October 29, 2020 from 10:00 AM (EST) to 12:00 PM (EST).

Any further questions received between this Addendum December 1, 2020 by 11:59 AM (EST) will receive a response in Addendum #2. After December 1, 2020, no subsequent questions will receive responses. It is the Developer’s responsibility to ensure timely submission and receipt of questions.

The Attendee List was posted to the web site on Nov. 10, 2020 and will not be repeated in this document. The following sections represent questions and answer posed during the Technical Assistance Workshop on October 29, 2020.

Introduction by Rob Rosner, Director of Economic Opportunity: Mr. Rosner provided greetings, introductions of staff taking part in the session. The attendees were asked to put their name, company name and contact information in the chat window as the attendee list/sign in of record. They were also asked to specify if they are a minority or woman-owned business.

Purpose

The purpose of this RFP is to redevelop property that's in the West River area. The (18 acres) in the West River area is city owned, it is the former Rome Yard property. The City’s intention is to do a mixed income, mixed use development. The RFP was written to be fairly open as the City wants creative solutions for this area. It is a challenging site because of the current utilities that are in the area. This redevelopment is an important piece of the Mayor's Transforming Tampa’s Tomorrow (T3) initiative for trying to achieve ten thousand affordable units in seven years. The City wants to encourage workforce development, and to

have minority participation as a strong piece of this redevelopment process. The City would also like to have this project be a community engaged process, so whoever the selected developer will be will need to be a diligent partner within the West Tampa area.

General Instructions and Related Questions and Answers

Gregory Spearman, Director of Purchasing: Mr. Spearman was called on to review the procedures that are listed in the RFP submittal process and the expectations for qualifying submissions. Mr. Spearman reviewed important topics for proposers to be mindful of as they prepare their proposal responses.

Mr. Spearman directed the attendees to refer to page five of the RFP where there are Instructions to Developers. Mr. Spearman made special note of the due date and time as **Thursday, December 15, 2020 @ noon**. Please take into consideration you are going to have to go through security downstairs, you're also going to have to have a temperature check so I would advise you not to wait until the last minute because these steps can actually slow you down in terms of getting your proposal submitted to purchasing on time. All the developers are encouraged to read the entire document not just go to the meat of the proposal in terms of the scope. Please read the documents from cover to cover. Secondly, on page sixteen (16) of the document Section Five (5) it talks about submittal format please make sure you compile your document responses to follow the submittal format that's discussed and laid out on pages sixteen and seventeen. This will make it easy for staff to be able to compare proposals in terms of the information that's being submitted. Please do not deviate from the format. On page nineteen (19) of the proposal under item "E" #6 General Condition it talks about the Florida public records law. You should be reminded that everything that you submit in your proposal response is a matter of public record in the state of Florida, except for those things which have been identified by the public records laws as being confidential. So, if there is something you think this confidential you need to review the public records law and submit the information in a sealed envelope, so it's not made a matter of public record. The other thing to caution you to do is not to stamp your entire proposal confidential. That is a non-starter and will immediately get your proposal disqualified.

All questions need to go through Rob Rosner as the single point of contact. This is identified on page four of the document. Any questions or information that comes back from the city will come through Rob Rosner. So, don't discuss with the staff don't have any discussions with City Council with them here anyone in the community. On page twenty-one (21) of the documents, item "F", talks about the city of Tampa Ethics Code. We cannot have any employees with the city involved with this project. On page twenty-three (23) the governing law and venue, "should there be a dispute of any kind it will have to be brought forth in a court having venue in Hillsborough County." Also pay attention to item "N" on page twenty-three (23) Equal Opportunity. now the most important part perhaps is on page twenty-six (26) item "V" Communications Policy, all communications have to be directed through Mr. Rosner. Any information or questions you have will be submitted to him via email and the response from the City once he collects it will be transferred back through him to the proposer. The communication policy is very strict. Please make sure you pay particular attention. We have a procurement protest procedure on page twenty-seven (27), should there be any reason to protest. On page twenty-eight (28), we talk about indemnification and insurance. These are non-negotiable terms you must follow all the RFP terms conditions as laid out. The

form section starts on page forty (40). The form should be filled out completely, please do not leave anything blank on the forms make sure that when you are asked to notarize a document that you have a notary to sign the documents otherwise your proposal is going to be considered incomplete. Often when developers or proposals put together their proposals there are two teams, a technical team that responds to the detailed content and then you have your legal team. Sometimes the two teams don't talk to each other maybe the ones on the call this morning are part of the technical team. Please advise them not to do any strike throughs in the RFP and not to offer any terms and conditions which are not in the RFP. If you strike through or alter the document in any way and if you submit any terms conditions that are not in the document, you will be disqualified. So, make sure that your technical team and your legal team are on the same page.

Vanessa McCleary, Housing & Community Development Manager: Ms. McCleary began on page fourteen (14) of the RFP, where the scoring criteria is listed. Once the RFP is live, City staff will go into a “cone of silence”. Therefore, any questions must go through Rob Rosner. When the applications come in, we will have two teams that will do a review. One team will do a technical review, making sure that the submission is technically sound and something that could be developed in the way that it is proposed. The other team will be made up of subject matter experts, such as developers, financial experts, architects etc. that will assist in reviewing the applications to make sure that the project can meet the needs identified.

She emphasized the City’s desire to select a project that is consistent with the West River Plan. It needs to provide benefits to the community in terms of housing, commercial development, job creation, and compatibility with the West Tampa neighborhood. She noted in the table of criteria that the City desires to have the developers to include minority participation in their proposal and bonus is given for actual minority financial equity in the project. She reiterated that the community was very involved in the process for developing this proposal. As the plans are moving forward, the selected developer is expected to maintain ongoing communication with the community. When the scoring process takes place, it will be done in a public meeting. You will be allowed to attend and listen in as we score the applications, but you are not able to make any comments.

Infrastructure Related Questions and Answers

QUESTION: I am curious about the storm pipes and existing utilities running through the site. Is there someone who could elaborate on those items like what they are and what would be restricted as far as building over them?

RESPONSE: Brad Baird, Deputy Administrator of Infrastructure – There are three primary utilities on this site. The sanitary facilities -all three of these serve offsite customers. The first of these is a pair of sixty-inch (60” RCP) sanitary sewer interceptor lines. They traverse the property from northwest to southeast. One of the lines is in service and it serves about one-third (1/3rd) of our customers in the Wastewater Department service area. The other 60-inch RCP or reinforced concrete pipeline is abandoned, and it is immediately to the northeast of the pipeline that is in service. Those two pipelines or at least the one that's live cannot be built over and cannot have structures over it. However, it could have a greenway and or a roadway over top of the pipeline as long as the City could access that pipeline for maintenance. Secondly, there is a storm elliptical pipeline fifty-three (53) inches by eighty-three (83) inches that

traverses the site from southwest to northeast and then discharges into the Hillsborough River. This pipeline is also a gravity pipeline and does serve parts of West Tampa. It also cannot have a structure placed over top of it, but it could have a greenway or roadway built on top of that pipeline. Third is a water transmission main it's a twenty-four (24) inch water transmission main that goes from East to West in the northern one-third (1/3rd) of the site. This pipeline is under pressure so it could be relocated to the North of the site and tied back in on the East side of the site. The previously mentioned pipelines, stormwater and wastewater pipeline, would be very difficult and expensive to relocate those because they are gravity pipelines. If you extend their length, you may not have enough slope on the pipe for them to operate properly. You would have to have a professional engineer look at that and see if that is a possibility.

RESPONSE: *Eric Weiss, Wastewater Department Director* – On the greenway concept, the City would allow shrubs and grass, but no trees that could get in the way.

QUESTION: As a clarification, would a parking lot, or similar surface parking would be acceptable over these utilities?

RESPONSE: Brad Baird – Yes.

QUESTION: How big did you say the storm line was?

RESPONSE: Brad Baird – Fifty-three (53) inches by eighty-three (83) inches. It is an elliptical pipeline.

QUESTION: I would like to know who is going to be in charge of the utility location for the project for locating the utilities to be to make sure that everything is verified. I mean, would we have to work directly with the City of Tampa? Or is it going to be us working with the developer?

RESPONSE: Rob Rosner – You would have to work with the developer because that would be part of the development process to put in whatever utilities would be necessary to build your project. Correct (Locating the utilities, previous to make sure that everything is verified?) it is the responsibility of the developer to establish what they would need to do.

QUESTION: Albert Rodriguez representing Ambient Technologies – I want to know, who's going to be in charge of the monitoring wells? Who's going to be in charge to abandon them, relocate them, repair them etc.? Will that be the developer? or would that be the city of Tampa?

RESPONSE: Rob Rosner – It depends on who owns the monitoring well. I would imagine that if it is a City-maintained monitoring well then, we either have to choose to abandon that and put other monitoring wells.

RESPONSE: *Josh Ellis on behalf of Dan Fahey representing City of Tampa Solid Waste/Environmental Division* – Rob, you are correct. It depends on who is the owner of the well.

QUESTION: Rob Rosner – so to answer his question, though, if it is within the property site, we will have to abandon that monitoring and install new monitoring wells if still required? Or are we going to require the developer to put monitoring wells as a replacement? can you answer that?

RESPONSE: Josh Ellis – I'd have to defer that to Dan Fahey, but that would be my understanding that that probably would be the case depending on if the current monitoring wells are there under City requirement. We have to look into that to determine what those wells are being used for and whether

they need to be continued to be used by the city or not, but we can get Dan Fahey to follow up with the precise answer on that if needed.

QUESTION: Albert Rodriguez representing Ambient Technologies – I'm trying to reach out to whoever is in charge of that process.

RESPONSE: Rob Rosner – We can provide that information to you once we confirm with Dan Fahey.

QUESTION: (From Chat – Name Unknown) – What do we have for Phase One Environmental report on the site?

RESPONSE: Josh Ellis – I'm not sure if we have any phase ones on site you can check the Department of Environmental Protections website as far as phase ones go I'm not aware of any, but I can get back to you if we do have any.

RESPONSE: Vanessa McCleary – There is an old Phase One, the city is in the process of applying for an EPA grant to update that document. It is on the website as part of the documents, but a Phase One was completed when it was designated as a Brownfield. We will be updating so before you get to the development stage, we should have that.

RESPONSE: Josh Ellis – The site was designated a Brownfield site by the City of Tampa back in 2012.

RESPONSE: Rob Rosner – There are two documents on the website for that one. It is the Brownfield designation resolution and the other one is the staff report 2012.

QUESTION: Albert Rodriguez representing Ambient Technologies – Has there been a geotechnical assessment of the of the whole project site?

RESPONSE: Rob Rosner – There has been some geotechnical work done over the years, but there has been no comprehensive work done to date.

RESPONSE: Josh Ellis – Yes, there's been limited side assessor work but not entire location lines.

QUESTION: Albert Rodriguez representing Ambient Technologies – There will be a need for that I am assuming?

RESPONSE: Josh Ellis – Yes.

QUESTION: Richard Cavaleri – What are the City of Tampa funds available for infrastructure improvements? Are there any immediate plans to improve the roads in the area?

RESPONSE: Eric Weiss – We reserved a twenty-five (25) by twenty-five (25) foot area for a future wastewater pumping station that would solely serve the properties across the street on the river. We just recently found that they are really low so to help preclude any overflows we are going to be building a pumping station for those five or six houses across the street on this property. It can be moved slightly north or south. We can work with whoever the winner of this selection is for an exact siting of the pump station.

RESPONSE: *Milton Martinez, Mobility Department:* I would like to let everyone know that the City has our Walk/Bike Plan Phase One Rome Avenue was identified as one of the corridors where he want to provide multimodal facilities from between Kennedy and Columbus of which this parcel is within those

limits. Adjacent to this parcel the design is showing what was being contemplated because there's no sidewalk on the east side of Rome Avenue. We were looking to construct a multi-use path which will be part of our BUILD Grant. We just recently received notification that we've been awarded a BUILD Grant FY20. The BUILD Grant is to construct the multimodal connection on the West side of the River, so for this portion of Rome, will be a part of the connection to that trail and also extend up to Columbus. The thing to keep in mind as you tie in with this site development consideration in the right of way that we do not want to preclude the ability to put in a multi-use path on the east side of Rome.

Selection Process and Procedure Related Questions and Answers

QUESTION: Joseph Robinson, representing West Tampa CRA CAC – What are the names of the members on the selection scoring committee, so that the cone of silence can be complied with?

RESPONSE: Rob Rosner – We are still forming that list right now and we should have that out by the time the addendum is released.

RESPONSE: Vanessa McCleary – Just to clarify on that, anyone who is on the selection committee would not be able to have any relationship or conversation with a respondent. So, we thought we would wait until after this meeting just so we can get a feel for who was interested and not choose any of you to be a part of that.

RESPONSE: Gregory Spearman – Any members who are on the selection committee you can only have discussions with the committee members you cannot have discussions outside of that group. It has to be internal within the committee.

RESPONSE: Rob Rosner – If you plan to submit as a subcontractor for anybody either as a designer or a minority participant then you will not be eligible to be a member of the selection committee.

RESPONSE: Gregory Spearman – All members of the selection committee will be required to sign a confidentiality agreement, that agreement is very specific in terms of how that process will work. It basically limits and prohibits our conversations outside of the committee with anyone. So again, that is to make sure that the procurement process and evaluation process remains pure, and we don't have any information or violation or process that will derail the project. That will be a requirement of everyone who sits on the committee. That agreement will be given to committee members at the time that the proposals have been deemed as responsive and responsible which purchasing will do and then pass on to Rob for distribution.

QUESTION: Brenda Allen, President Urban Progress Alliance Inc. which is a grassroots nonprofit organization. We are looking to build affordable housing in the West River area. We are seeking funding through investors philanthropist, private and individuals. – Is there any special certification needed to qualify as a female owned business or minority business?

RESPONSE: Gregory Spearman – speaking in place of Gregory Hart of the EBO Office: Mr. Spearman provided the response. There is a certification process. Go to the City of Tampa's website at www.tampagov.net to the department scroll down menu, select the Equal Business Opportunity page. The certification analyst is Ardail Allen. His direct number is (813) 274-5542. He will be able to assist you with regards to any questions regarding certification requirements.

QUESTION: (From Chat – Danny Miller) - Does the city have a brownfield credit program?

RESPONSE: Rob Rosner – Yes, we do.

RESPONSE: Josh Ellis – The city designated this site a Brownfields back in 2012 with the understanding that whoever decided in the future to develop the property would have the ability to enter into a Brownfield Site Redevelopment agreement with the State of Florida to take advantage of their financial incentives and regulatory benefits so that's the purpose behind it being designated Brownfield. Currently it is for any future developers to utilize and take advantage of the incentives that are provided by the state under the Brownfield Program.

Financial Related Questions and Answers

QUESTION: (From Name Unknown) – What is the structure (level of detail) around the financial data that is expected to be submitted with this project from a proforma perspective? Are we expected to go to a deeper dive and fully layout you know if we're going to pursue Brownfield credits things of that nature? Should we be drilling down that deep at this level? I saw in the RFP that you weren't expecting us to give a definitive number on an offer for the land at this level, just wondering if that applies to the full proforma of this project at this time as well?

RESPONSE: Rob Rosner – Our intention of getting the financial information is to see if you are capable of funding the project as you are proposing it. If you are going to be using certain credits or models to do so, we want you to reveal them. We don't need you to have the deal in place. If you're going to use a certain type of lending model will need to see that.

We did something very similar for the RFP for the old City Hall parking lot which is now the HRI hotel being built there. We asked for submission of information where they had like seven different forms of funding. In their proposal, we wanted to know how that would work. They proposed what that would be in their total project. Their loans were not in place. They just showed us they were capable of doing it and where they were getting their funding from. So that's what we are asking for here is, are you capable of funding and financing this project and what assumptions are you making in your financial model?

QUESTION: (From Name Unknown) – But as far as in a proforma is it typically? It's not in my proforma to show my total development costs, I've got a value in for what I'm paying for the land are you guys saying that you don't want us to get to that point right now at this level, understanding that in the next round there's going to be more information that is going to be flushed out that allows us to drill down into our program more?

RESPONSE: Rob Rosner – No, if the cost of the land is something you're asking to be put into the deal, then you're going to have to identify what you think that value of the land is in your proforma. If you are asking for the land value to be discounted, or if you want to say you would like to lease the land for a dollar for 99 years, then you are going to have to come up with that value in your proposal. You have to talk about that final number in your proposal as it will come up in the negotiation process if you are selected. You have to tell us what you want to do with the land and if you are going to want to buy it,

lease it, do something with us with the Community Land Trust or some other concept. We are open for creative ideas, but you'll have to disclose that in your proposal.

QUESTION: (From Chat – Name Unknown) – Is this site located in an opportunity zone?

RESPONSE: Rob Rosner – Yes, it is in Opportunity Zone 43.

QUESTION: Michael Randolph – What is the city doing with leveraging dollars with foundations and corporations?

RESPONSE: Vanessa McCleary – This meeting is about the Rome Yard RFP and it's for developers to put together their own capital stacks. That would be a conversation that we could have offline, or you could have a conversation with some of the developers that are here about how you can assist with utilizing some of those dollars with their project. It is not for the City to provide dollars to the developers who are proposing.

Selection Process and Procedure Related Questions and Answers

QUESTION: (Angie Miller, President of One Kin Roof) a charitable organization headquartered in Tampa we build inclusive communities that foster intentional connections for people of all ages backgrounds abilities and disabilities. I had two questions one is for the City of Tampa. How do you guys plan to include more diversity within the RFP? How would we reach out to potential developers, would we contact them directly or do we need to go through the city?

RESPONSE: Rob Rosner – I will answer the second one question first; contacting the developers will be your responsibility. We will provide what information that we have and that is what we're getting right now at this meeting. These are the only proposals that we know of. We can't predict who will propose on us so that'll be your choice of who you choose to pick as a proposal to sell your services.

RESPONSE: Vanessa McCleary – If you look on page 14, at the scoring criteria the way that we're trying to make sure that there is diversity and inclusion is there's one section that talks about community benefit, 15 points are allocated for that. As much as we are looking for people to show us what they can do with the bricks and mortar we're also looking to see how they are going to continue the Mayor's priority of creating inclusive communities.

This is the time for everyone to ask questions. Once this meeting is over, we will type up all the questions and responses that will be sent out to everyone who has put their information in the chat. Please know that any questions asked are public record, so we do send them out to everyone so that we have a level and equal playing field. You will receive that information as well. I believe we provided dates by which we needed to get the questions in and would respond. You will receive that information so that you can have it in time enough to put together your successful proposals and submit.

RESPONSE: Rob Rosner – One clarification, we will not be emailing this to you. When we post it in a week or so, you will be able to download everybody's questions from a single source, so everybody has the same access to that information. You are welcome to contact me about when that is up, because of the way our process works it will be posted to the website for you to download.

QUESTION: (From Chat – Name Unknown) Will you be posting a list of people who attended today and their company info and if they are WMBE etc., or should we be going back through the chat and taking notes?

RESPONSE: Rob Rosner – No, we will be including the list of what's in the chat here as part of the notes for this you are welcome to go through the chat and take any information you want now but all the information that's going in the chat we will respond to all. We specifically asked for the name, company name, and email address of today's responders so that we could share that information.

QUESTION: (Name Unknown from Chat) When looking at the strategic plan, there are two different zonings what would be the density for this site? I saw 25 – 35 units per acre. Would a PUD be well received, or zoning allowed more like 50 units an acre?

RESPONSE: *Abbey Feeley, Director of Development and Growth Management* – Right now, this property has an NMU-35 land use (Neighborhood Mixed-Use) and an NMU-35 zoning. The land use will allow you to use either density or intensity to be able to develop the site. It allows for an FAR of 1.5 if you are proposing a vertically integrated, mixed use building or straight residential. Whatever is most advantageous, but the density if you utilize FAR may end up being somewhere at the fifty (50) dwelling units an acre, but you would have to utilize the FAR to maximize the site. I don't believe that there is a desire to do a comprehensive plan amendment since the Neighborhood Mixed Use categories were just recently created when the West River Master Plan was conducted. So, I don't believe that would be a direction to go. We are looking for innovative approaches to this property. You will want to review that NMU-35 zoning category. There are build-to lines in that category. There are street hierarchies and classifications and also façade transparency requirements. There are many design elements that are contained within the zoning that currently governs the property. That is representative of the intent of the West River plan and the desires to have form in a certain manner in this area of the city. Right now, that site has two roadways the Rome roadway and the Oregon roadway and there would be building placement that would be articulated and directed through the zoning code. We have not had a pd come into West River yet, there is a design exception mechanism that is in the code for relief to some of those regulations so I would definitely take some time to look through that zoning and how that will impact the potential design of the property.

QUESTION: (Name Unknown from Chat) Would a PUD be well received?

RESPONSE: Rob Rosner – I guess that would be a PDA if somebody wanted to do something beyond that, but they have to have some special....

RESPONSE: Abbey Feeley – A PDA is restricted to 50 acres right now. So, I don't think it would qualify. It would have to be a PD. I don't know that we have looked at that either way. The desire and the utilization of the PD is to achieve something that is in keeping with the administration's desires for this property. Then we would probably be supportive of that. It would really depend on what was coming in the PD package and what the issues were on the property that required the PD to be proposed. I think that would have to be flushed out. That would be the mechanism, if not available through the design exceptions, which the code currently permits so if that is the desire. I would put that in the proposal and try to outline what it is that you are utilizing in that plan to achieve.

Rob Rosner – Before this workshop is over if you do have a question, please put in the chat or speak up we would be happy to answer those questions and if there's something you think of after this for some

reason you could always email me those questions we will still be taking those information down between now and when we issue the addendum with all the answers for the questions.

QUESTION: Michael Randolph what is the income range when you say affordable homes?

RESPONSE: Vanessa McCleary – When we say affordable (we are using the states definition) meaning affordable to a family with an income at 120% of AMI.

QUESTION: Michael Randolph – How do you cater to the families making below that amount below 120%?

RESPONSE: Vanessa McCleary – Affordable (we are using the states definition) meaning affordable to a family with an income at 120% of AMI. Then you have low income and very low income and so projects typically we need to have certain numbers. This request for an RFP as you know in West River, the Housing Authority is building and meeting a lot of those numbers. What we heard from the community is that they did not want to concentrate poverty and so the request for low income, was that it be at 20%. There are some aspirational goals in terms of percentages of low and workforce housing that we are requesting.

RESPONSE: Rob Rosner – I believe the number was that 20% of the homes needed to be 80% AMI.

QUESTION: Brian Prince, Flaherty & Collins Properties – 20% up to 80% AMI and then 40% was up to 140% AMI, is that 20% within that up to 140% AMI or are we looking for 60% of what's deemed to be workforce and affordable. Then you are looking at the 20% that's not included in that 40% that's up to 140. It's kind of tricky as you are reading it.

RESPONSE: Vanessa McCleary – We are looking for 20% that would be affordable to 80% of AMI and then on top of that 40% that would be affordable to families up to 140% AMI or workforce housing and then 40% would be market rate.

QUESTION: Brian Prince – Is the target more of the workforce demographic or a blend of families with larger units (more bedroom units). A mix of products. Is there a preference to a 3-bedroom unit, a 4-bedroom unit to target the family as a result to that school being there?

RESPONSE: Vanessa McCleary – We did not want to be too descriptive because this has to make sense to the community. The City is responding to what the community wants to see. I would personally say yes, we need three bedrooms. If you look at the market, your folks will do a market study to see how many 3 bedrooms are available and where the gaps are. In terms of preference, we would really direct you more to the community more than the City. This is a community project.

QUESTION: Kristen Washington – for the 80% AMI, what we have come across is we have individuals and families that qualify, but they are kind of in that sweet spot. They make too little to qualify for the 120 or 140 AMI, but they don't quite fit into the 80% AMI in the middle range where they can't qualify for those homes. Is there anything to help those families out?

RESPONSE: Vanessa McCleary – This RFP is about the development of the project. There are programs between the City and County and also banks that are offering. I am not sure how someone falls into an in between spot because we have a program that goes to 80% of AMI, where we provide \$30,000 towards down payment assistance. We have a program where we provide \$15,000 to a family between 80% – 140%. There are several lenders basically. It is coming down to whatever that price point is. So when you

put them on the market and the development, there are homes that are affordable to that, but that's not a discussion to this RFP, but more of an offline conversation.

QUESTION: Tina Young – Did any of the developers that are interested in the project mention what they are looking for in a non-profit to partner with?

RESPONSE: Rob Rosner – I do not recall anything specific, but I do recall that Brian Prince mentioned he is willing to work with non-profits in the area just to get to know them.

RESPONSE: Brian Prince – I am 100% open and looking for local nonprofit partners. We welcome all phone calls and conversations.

Introductions of Vendors or Subcontractors to Developers in Attendance

Rob Rosner opened the floor to any subcontractor or minority participants who are not a proposer and would like to introduce themselves to the group please do so during this portion of the workshop.

Ron Spoor – Habitat for Humanity of Hillsborough County. We develop sustainable affordable homeownership opportunities. If proposers are interested in providing affordable homeownership as a part of their proposal, we welcome the opportunity to speak with you. We can be flexible relative to architecture and housing type to compliment your overall development plan.

Ernest Coney, CDC of Tampa. We are a comprehensive community development corporation. We specialize in community engagement to bring the community together and do visioning as well. We also do workforce development. We have a vocational school that provides certifications as well that can be a part of this partnership. We also build affordable housing, both single family and multifamily in various aspects.

Albert Rodriguez, Ambient Technologies and Subsidiaries: We provide a variety of services that could be useful for this project. The things we offer are Utility Location, Designation & Mapping, Vacuum Excavation for Utility Verification Using, Soft Digs and Trenching, Environmental & Geotechnical Drilling, Concrete Coring, Geophysical Services for Geotechnical and Environmental Assessment, Non-Destructive Testing, Pile Testing, Location of Rebar and Post Tension Cable for Structural Evaluation.

Erich McCartney, Lima Construction: We are a design build construction management firm. We are looking to partner with a developer and provide pre-construction price estimating services on the front end of this project.

Ed Siersema Jr, GHD Services Inc. of Tampa: We provide environmental, remediation and geo technical services. We are more than happy to talk to any developers that may need our help.

Andrew McNutt, Matcon Construction Services, Inc.: We are a general contractor, construction manager. We also provide sub-contracting and structural concrete services. WMBE and DBE certified.

Joe DiStefano, Tierra Inc. – Certified minority firm with the City of Tampa. We have been in Tampa in business since 1992. We provide geo technical materials testing and environmental contamination support. Would love the opportunity to support any of you in that area for this project.

Brian Prince, Flaherty & Collins Properties: We are developers of multifamily mixed-use market rate properties. We look forward to having a conversation as well with any and all non-profits in the area.

Michael Randolph, West Tampa Community Development Corporation: We are focused on social economic strategy that includes both bricks and mortar but more importantly involved making sure that residents in the community are transformed as development take place. As the CDC, we are recognized by the federal government as a community economic development engineer.

Kristen Washington, EXP Realty: I am in custom an affordable home development with a partnership with Infinity homes of Florida Tampa Bay. We currently do have a partnership with the city. We build affordable homes and we look forward to being part of this product.

Joseph Robinson, West Tampa CRA Community Advisory Committee Chair: Mr. Robinson provided additional insights into the community's expectations. The community just wants to make sure that opportunities are there for small minority and women businesses. That there is a community feel that ties into the mobile transportation. This has been a 3-5-year process. We have a lot of enthusiasm and interest. West Tampa has a lot more amenities. This is an opportunity zone and close to the river. We have been waiting over 50 years to get something going on in the area. We hope we get a winning team that listens to us. We meet on the 4th Tuesday of every month virtually at this time because of COVID, so we invite everyone out to our meetings. We appreciate everyone for their efforts. For the record, my firm has no intention of doing anything on this project, please do not call me. It is my plan to be a part of the selection committee.

Tina Young, Member of the West Tampa CRA CAC: She is the Executive Director of Project Link. They are a nonprofit that has been doing business in Tampa for 30 years. They specialize in family support services, community engagement, mental tele health services youth development and sustainable housing and education.

Michelle Van Loan, Director Community Redevelopment Areas: Ms. Van Loan thanked all participants for their interest. We have a very engaged community that is looking forward to your submissions.

Jesus Niño, West Tampa CRA Manager: Mr. Nino encouraged people to go to the West Tampa CRA website. We do have additional documents that are there to help you. The property is located within a community redevelopment area which is the West Tampa one. Each redevelopment area has its own master plan and strategic action plans. Those two plans in addition to the West River plan are on the website, so I encourage you to look at that. One housekeeping item, I am starting to get phone calls related to the RFP. I have been referring them over to Mr. Rosner so I would encourage you to call him instead of me if you have questions on the RFP. Another project I want to let you know about is that we have a Main Street Corridor Study underway by City staff. Randy Goers is leading that project so you might want to look at that also. In the future that would connect Main Street over to the project and Riverwalk.

Final Announcements

Vanessa McCleary – As a reminder, we are going into the cone of silence. Any questions need to go to Rob Rosner. We will provide all the updates on the same page where you find the RFP. We will post any helpful materials on the site. We have also added the environmental study to the website. You will be able to go to the website to see the questions. We are looking for whoever is responding to have minority participation in their development team, but also in job creation, housing. We are looking for an inclusive

community that meets the needs of everyone. We want this project to be sustainable and we thank you all for attending and look forward to seeing some creative projects.

Greg Spearman – Please read the document thoroughly before you respond. Make sure you abide by the communication policy. Make sure you get your responses in before the due date, if you are one minute late, we cannot accept it. Have your technical and legal team work together, if there are any questions about the terms or conditions reach out to Rob Rosner and do not alter any of the terms or conditions that will get you disqualified.

Gregory Hart – Mr. Hart wants to emphasize that the City as you well know the City is focused on equity, diversity, and fairness particularly in its economic development arena. We do have tremendous resources here in the Tampa market. The NAACP Economic Empowerment Center is one of those resources that helps us build relationships and conduct some matchmaking with vendors and contractors engaged in business with the city. We have our local Prospera which is the Hispanic business development group and resource center. <https://prosperausa.org/west-coast-of-florida/>. We also have partnerships with our small business development centers one of which is supported and funded by the University of South Florida the other by our home County Hillsborough County and the local LGBT Chamber of Commerce is a partner of ours. I just want the listeners to note that the City stands ready to provide any kind of assistance in your wanting to know who is in our marketplace to foster your inclusion diversity interest in efforts to meet the city's expectations.

END OF ADDENDUM #1

ATTACHMENT B

BUILDING CONSTRUCTION COMPANY INFORMATION

BUILDING CONSTRUCTION COMPANY INFORMATION

Company Name: _____ DBA: _____

Address: _____

City: _____ State: _____ Zip: _____

Name of Contact Person: _____

Phone: () _____

Alternate #: () _____

Fax: () _____

Email: _____ @ _____

Organization Type:	{ }	Individual / Sole Proprietorship	Date Established	_____
(please check one)	{ }	General Partnership	Date Established	_____
	{ }	Limited Partnership	Date Established	_____
	{ }	Corporation	Date Established	_____
	{ }	Subchapter S Corporation	Date Established	_____
	{ }	Limited Liability Company	Date Established	_____
	{ }	Non-/Not-for-Profit	Date Established	_____
	{ }	Joint Venture	Date Established	_____

Licensed by: { } City: _____ License/Permit #: _____

(check all that apply) { } County: _____ License/Permit #: _____

{ } State: _____ License/Permit #: _____

Federal I.D. #: _____

If you are non-/not-for-profit, please provide your contractor information:

Contractor Name: _____

Address: _____

Contact Person: _____

Phone #: () _____ - _____ Fax #: () _____ - _____

Licensed by: { } City: _____ License/Permit #: _____

(check all that apply) { } County: _____ License/Permit #: _____

{ } State: _____ License/Permit #: _____

Is your business certified as a Minority Business with a government agency? { } Yes { } No

(If yes, please provide the information below)

Government Agency	Certification Number	Date of Expiration
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_____	_____	_____
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_____	_____	_____
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(3 pages)

Minority Business Status:	<input type="checkbox"/> Black				
	<input type="checkbox"/> Hispanic				
	<input type="checkbox"/> Woman				

COMPANY OWNERSHIP INFORMATION

Name of Owner:		Percentage of Ownership:	%
Name of Owner:		Percentage of Ownership:	%
Name of Owner:		Percentage of Ownership:	%
Name of Owner:		Percentage of Ownership:	%

Per Federal and City of Tampa EEO requirements, please tell us if 51% or more of the firm is owned by any of the following:

<input type="checkbox"/> Female	
<input type="checkbox"/> Black	
<input type="checkbox"/> Hispanic	
<input type="checkbox"/> American Indian	
<input type="checkbox"/> Asian	
<input type="checkbox"/> Other:	

When was organization established?: _____

Previous organization names in the past five years?: (if applicable)

	Date Established
	Date Established
	Date Established

Has the organization or any affiliates ever filed for bankruptcy? Yes No

Do you have any judgements, liens or pending suits? Yes No

Has the organization or any affiliates discontinued business operations with outstanding debts? Yes No

Have you been a principal in any other entities over the last five years? Yes No

INSURANCE INFORMATION

During the terms of this agreement, the contractor shall provide, pay for and maintain with companies satisfactory to the City certificate of insurance. Please answer the following questions:

Workers' Compensation & Employers' Liability Insurance

Name of Company:		Policy #	
		Limits of Liability (per accident)	\$
Disease Aggregate		Limits of Liability	\$
Disease for each employee		Limits of Liability	\$

Commercial General Liability Insurance

Name of Company:		Policy #	
		Limits of Liability (each occurrence)	\$
General Aggregate		Limits of Liability	\$

Automobile Liability Insurance			
Name of Company:		Policy #	
		Limits of Liability (per accident)	\$
EMPLOYEE INFORMATION			
Number of Full-time employees:			
Number of Part-time employees:			
Name of Labor Service used?			
Percentage of workforce employed via this method (if applicable).			%
Include a copy of the Labor Services's Certificate of Insurance for Worker's Compensation			
REFERENCES			
SINGLE-FAMILY OR MULTI-FAMILY REHABILITATION OR NEW CONSTRUCTION PROJECTS			
Location (City/State):			
Contract Amount:			
Amount Sublet:			
Owner's Name:			
Property Address:			
Phone #:			
Type of Work:			
Start Date / Completion Date		-	
Consulting Engineers / Architects: (if applicable)			
Location (City/State):			
Contract Amount:			
Amount Sublet:			
Owner's Name:			
Property Address:			
Phone #:			
Type of Work:			
Start Date / Completion Date		-	
Consulting Engineers / Architects: (if applicable)			



**REQUEST FOR PROPOSAL (RFP)
FOR
REAL ESTATE DEVELOPMENT**

**ROME YARD
MIXED-USE
DEVELOPMENT**

ADDENDUM #2

ISSUED: DECEMBER 7, 2020

INTRODUCTION

The purpose of this Addendum #2 to the Rome Yard Mixed Use Development RFP is to provide written responses to each of the questions raised by separate emails received by Rob Rosner since Addendum #1 was issued on November 13, 2020. As a result, this Addendum #2 contains the questions concerning this RFP received by Mr. Rosner on behalf of the City as of November 12, 2020, at 11:59 AM and the City's written response to each of these questions.

All potential proposers and developers are also reminded of the following:

- **Section 2-282(i) of the City of Tampa Code PROHIBITS any communication between a potential proposer AND a City official or employee during the solicitation period (and any subsequent protest or appeal) EXCEPT for communications with:**
 1. Any contact person specifically identified in the "City Solicitation" (i.e., Rob Rosner in this RFP);
 2. The Director of the Soliciting City Department (if any is identified in the City's solicitation) and
 3. The City Legal Department.
- Questions regarding the City Solicitation can either be:
 1. Asked at a "pre-proposal" or "technical" conference, if one is noted or required in the City Solicitation; or
 2. Submitted via e-mail to the contact person specifically identified in the City Solicitation.
- Answers to questions properly and timely submitted by potential proposers will be provided by the City in writing by an "Addendum" to the City Solicitation.
- **Communications by bidders or proposers with City officials or employees in violation of these requirements (Section 2-282(i) of the City of Tampa Code) will result in an automatic disqualification of that bidder or proposed for selection in that pending City Solicitation and any subsequent City Solicitations for a period of six (6) months.**

These restrictions are currently in place. The time for all remaining questions expired at 11:59 AM (Eastern Time) on December 1, 2020. The City will not respond to any questions received after that time and date.

QUESTION #1: What are the expected contents of the cover page? In Addenda #1, the answer to this question listed the requirements to be the same as what is outlined for the table of contents. Please advise if the cover page should include the same elements as the table of contents or something different.

RESPONSE #1: The cover page is typically an introduction / overview of the proposer to the City expressing their interest in the project and the opportunity to respond to the RFP.

QUESTION #2: What design elements specifically should be matched (i.e., architecture scale/height/aesthetic, site plan, engineering, all of the above, etc.)?

RESPONSE #2: The proposed concept, if chosen, must comply with the provisions of Sec. 27 of the City's Land Development Code, Section 27-212 Neighborhood Mixed Use Districts and specifically Sections 27-212.3 which contains building placement, materials, transparency, and height requirements. All development would also have to comply with the City's overall Land Development Code, Engineering standards, other development rules and regulations, Florida Building Code, and outside agency requirements.

QUESTION #3: What is prioritized matching the existing community design/aesthetic, or the newly built West River design/aesthetic?

RESPONSE #3: The Neighborhood Mixed Use Districts, per Section 27-212 of the City of Tampa Land Development Code, prescribes development standards and land development regulations that came out of the West River Redevelopment Plan. Proposed projects should be designed in a manner that is reasonably compatible to the character of West Tampa neighborhoods, architecture, urban design, and West Tampa history. Although the code does not specify architectural style, we do not "invision" the proposal would prescribe an art deco or modern style architecture as this is not in keeping with the character of the area. In addition, proposal concepts must be reasonably compatible to the new development occurring nearby at the West River Development. It is recommended for the proposer to review the West Tampa CRA Community Redevelopment Plan, the Strategic Action Plan, and the West River Plan. These plans are posted on the RFP website.

QUESTION #4: The RFP lists a cultural center as an essential element on pg. 6, but on pg. 7 writes, "honor the history and heritage of west Tampa through art, historical markers, and/or a West Tampa Cultural Center. Is the Cultural Center a required element? What does the City define/envision as a cultural center?"

RESPONSE #4: A cultural center is a preferred but not a "required" element of the project. Community/Cultural Centers are typically facilities managed by the Parks and Recreation Department. Facilities throughout the City range in size and type. There are no specific design elements. The proposer should follow the requirements of the NMU-35 Zoning Category and consider how the project will relate to and compliment the structures under construction by the Tampa Housing Authority south of Spruce Street.

QUESTION #5: In the RFP there is a specification for an affordability period of a minimum of 50 years. However, the City of Tampa has used a seven-year affordable housing lien for "for sale" product. Would this meet the criteria?

RESPONSE #5: No.



ACKNOWLEDGEMENT OF ADDENDUMS – ROME YARD MIXED-USE DEVELOPMENT RFP

Invictus Development, LLC acknowledges that it has read and is familiar with:

ROME YARD MIXED-USE DEVELOPMENT ADDENDUM #1

ISSUED: NOVEMBER 13, 2020 and

ROME YARD MIXED-USE DEVELOPMENT ADDENDUM #2

ISSUED: 12/07/2020.

Paula McDonald Rhodes

Paula McDonald Rhodes, President

Invictus Development, LLC

December 14, 2020



FLORIDA PUBLIC RECORDS LAW

In accordance with Chapter 119 of the Florida Statutes, and, except as may be provided by Chapter 119 of the Florida Statutes and other applicable State and Federal Laws, all Developers should be aware that the Proposal and the responses thereto are in the public domain and are available for public inspection and copying. If the Developer is asserting that certain information in its Proposal is confidential and/or proprietary and/or exempt from public disclosure, then the Developer is required to do the following: (1) identify, with specificity, the information which the Developer asserts is confidential and/or proprietary and/or exempt from public disclosure, (2) place such information (including any applicable electronic media on which such information is contained) in a sealed envelope that is separate from the Developer's other Proposal documents, (3) clearly label the envelope that contains the confidential, proprietary and/or exempt information as follows: "EXEMPT FROM PUBLIC DISCLOSURE" with Developer's name and the Proposal number marked on the outside, and (4) specifically cite the applicable Florida Statute(s) and/or Federal Law that exempts such information from public disclosure - such citation must be placed on the sealed envelope and also on a separate document contained within the sealed envelope along with any relevant explanations.

The envelope that contains the Developer's confidential/proprietary/exempt information must be submitted with the Developer's other Proposal documents. Developer is advised that failure to follow the aforementioned instructions may result in Developer's alleged confidential/proprietary/exempt information being disclosed to the public. All submittals received in response to this Proposal will become the property of the City of Tampa and will not be returned. In the event of an award, all documentation produced as part of the Contract will become the exclusive property of the City.*

Be aware that the designation of an item as exempt from public disclosure by a Developer may be challenged in court by any person or entity. By designation of material in your Proposal submittal as exempt from public disclosure, Developer agrees to defend the City of Tampa (and its employees, agents and elected and appointed officials) against all claims and actions (whether or not a lawsuit is commenced) related to Developer's designation of material as exempt from public disclosure and to hold harmless the City of Tampa (and its employees, agents and elected and appointed officials) for any award to a plaintiff for damages, costs and attorneys' fees, and for costs and attorneys' fees incurred by the City by reason of any claim or action related to your designation of material as exempt from public disclosure.

***NOTE: The City will not accept Proposal submittals when the entire submittal is labeled as exempt from public disclosure. Developer's References and Cost or Price information will be deemed a public record, and if a claim of confidentiality/proprietary information is made, the City may deem the Proposal submittal as "non-responsive".**

- i. In accordance with section 119.071(1)(b)2, Florida Statutes, sealed bids, proposals, or replies received by the City of Tampa pursuant to a competitive solicitation are exempt from section 119.07(1), Florida Statutes and section 24(a), Art. I of the State Constitution until such time as the City of Tampa provides notice of an intended decision or until 30 days after opening the bids, proposals, or final replies, whichever is earlier.
- ii. In accordance with section 119.071(1)(b)3, Florida Statutes, if the City of Tampa rejects all bids, proposals, or replies submitted in response to a competitive solicitation and the City of Tampa concurrently provides notice of its intent to reissue the competitive solicitation, the rejected bids, proposals, or replies remain exempt from section 119.07(1), Florida Statutes and section 24(a), Art. I of the State Constitution until such time as the City of Tampa provides notice of an intended decision concerning the reissued competitive solicitation or until the City of Tampa withdraws the reissued competitive solicitation. A bid, proposal, or reply is not exempt for longer than 12 months after the initial City of Tampa notice rejecting all bids, proposals, or replies.
- iii. The City of Tampa is a public agency subject to Chapter 119, Florida Statutes. In accordance with Florida Statutes, 119.0701, Successful Developer agrees to comply with Florida's Public Records Law, including the following:
 - a. Successful Developer shall keep and maintain public records required by the City to perform the services;
 - b. Upon request by the City, provide the City with copies of the requested records, having redacted records in total on in part that are exempt from disclosure by law or allow the records to be inspected or copied within a reasonable time (with provision of a copy of such records to the City) on the same terms and conditions that the City would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

- c. Ensure that records, in part or in total, that are exempt or that are confidential and exempt from disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion (or earlier termination) of the contract if Contractor/Awardee/Successful Developer does not transfer the records to the City;
- d. Upon completion (or earlier termination) of the contract, Successful Developer shall within 30 days after such event either transfer to the City, at no cost, all public records in possession of the Contractor/Awardee/Successful Developer or keep and maintain the public records in compliance with Chapter 119, Florida Statutes. If Successful Developer transfers all public records to the City upon completion (or earlier termination) of the contract, Successful Developer shall destroy any duplicate records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor/Awardee/Successful Developer keeps and maintains public records upon completion (or earlier termination) of the contract, Successful Developer shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City in a format that is compatible with the information technology systems of the agency.
- e. The failure of Successful Developer to comply with Chapter 119, Florida Statutes, and/or the provisions set forth above shall be grounds for immediate unilateral termination of the contract by the City; the City shall also have the option to withhold compensation due Successful Developer until records are received as provided herein.
- f. **IF SUCCESSFUL DEVELOPER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO SUCCESSFUL PROPOSER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 813-274-8351, COTPurchasing@TAMPAGOV.NET, AND MAILING ADDRESS OF PURCHASING DEPARTMENT, TAMPA MUNICIPAL OFFICE BUILDING, 2ND FLOOR, 306 E. JACKSON STREET, TAMPA, FLORIDA 33602.**

Note: Acknowledgment of the Florida Public Records Law must be submitted with the proposal, under Section III, Content of Proposal, Tab 2.



ACKNOWLEDGEMENT OF FLORIDA PUBLIC RECORDS LAW

Invictus Development, LLC is familiar with, and acknowledges, Chapter 119 of the Florida Statutes and other applicable State and Federal Laws indicating that all Developers should be aware that the Proposal and the responses thereto are in the public domain and are available for public inspection and copying.

A handwritten signature in blue ink that reads "Paula McDonald Rhodes". The signature is written in a cursive style and is positioned above a horizontal line.

Paula McDonald Rhodes, President
Invictus Development, LLC

December 14, 2020



EXECUTIVE SUMMARY

The InVictus Team's vision for the Rome Yard redevelopment is one that will create not just a place to live, but a place to go. For purposes of this Proposal, the development will be called The West End; however, it is our intention to invite community participation in naming the site. The West End will provide a live-work-play experience for its residents while inviting the larger community into the heart of the development and serving as a connection to the Hillsborough River. Throughout the development, The West End will tell the story of West Tampa and provide space to showcase the West Tampa of today and the future. It will be a welcoming place for a diverse population, providing attainable housing and multimodal connectivity for a wide range of income levels and a variety of housing and mobility choices. Situated close to the west bank of the River and sandwiched between major employment, entertainment, and recreational venues in the City of Tampa's Downtown and Westshore district, it will provide its residents not just proximity to one of the City's greatest natural amenities, the River, and one of its greatest manmade amenities, the Riverwalk, but also the luxury of many modal options and a short commute to work. The West End will be walkable, bikeable, and connected to a variety of transit choices for car-optional living. The West End will provide a variety of benefits to the larger community, including a Success Center for employment and entrepreneurial training and combined live-work units that give small, start-up businesses an affordable option while they grow. Above all, it will be uniquely and distinctively a West Tampa place with legacy walls, public art, and structures strategically incorporated to educate, entertain, and celebrate key West Tampa historical and cultural figures and events.

The existing infrastructure at the site presents both a challenge and an opportunity. In keeping with the West River Plan's stated goal to re-use as much of the existing infrastructure as possible, we propose to leave the 60" wastewater line in place, utilizing the adjacent non-buildable space as an alternative route for the extension of the Riverwalk thereby keeping the Riverwalk as close to the River as possible. The areas of the site adjacent to the Riverwalk will be green space programmed to provide an experience for Riverwalk users with creative use of open space for art and history installations and pop-up vending and performance areas that will enhance the experience for all who traverse as well as those who live and/or work at The West End.

The InVictus Team's proposal for The West End is true to the West River Plan's vision and the West Tampa CRA Strategic Action Plan, as demonstrated by the deliverables described in detail throughout this submission and summarized below.

- The West End will deliver a diversity of housing types attainable at a wide range of income levels as part of a mixed-use urban community, including 3 multistory apartment buildings with 558 rental units of 1, 2, and 3 bedrooms, 12 live-work townhomes with first floor office space, and 52 for-sale townhomes in 7 buildings, together with retail/office space included in the ground floor of the apartment buildings lining Rome and the northwest end of the site and a free-standing building with a courtyard facing the river toward the south end of the site for a total of 12,000 commercial sq. ft. The residential buildings will be oriented to maximize available views of the river and Downtown and range in height from three to six stories and incorporate structured parking for personal cars, bicycles, and scooters. The 558 rental apartment units will be set aside as follows: 125 affordable, 249 workforce, and 184 market-rate. The 12 live-work units will not be income restricted and the 52 for-sale townhomes will be priced to be competitive with other new townhomes in the market. All buildings will be designed to complement the Tampa Housing Authority's West River Project with building mass, height, and density that echo its urban neighborhood in a manner that pays tribute to West Tampa's unique history and culture.
- The West End's incorporation of the Riverwalk within its central core is just one of many features that will encourage a healthy lifestyle and facilitate affordable mobility. The West End will incorporate shared micromobility hubs, parking and storage areas, bike service and wash stations, and many other features that will make active transportation the logical, comfortable, safe choice to get around the neighborhood and connect to jobs, higher education, and other modes of transport.
- The green space on either side of the Riverwalk section that is envisioned to run diagonally through the development presents a significant opportunity to incorporate placemaking components that will activate the pedestrian experience for people passing by/through the development. Placemaking is in the conceptual phase

EXECUTIVE SUMMARY

but could include café lighting strung overhead, brightly colored umbrellas affixed to invisible wires overhead, festive “sun sails” to provide shade, rotating displays of art by local artists, pop-up food, retail, and entertainment experiences, and art installations with West Tampa historical and cultural context.

- The increased neighborhood street and pedestrian connectivity, impressive gateway entrance visible from Columbus Drive, and welcoming entrance within its Rome Avenue streetscape will serve to invite the community into The West End where they can access the Riverwalk and river, take in the historical and cultural installations, patronize pop-up and fixed-space businesses, and enjoy entertainment from West Tampa’s rich performing arts community. These vehicle and pedestrian connections will also serve to connect The West End’s residents to the surrounding neighborhood.
- The West End concept includes a two-story 9,350 sq ft multi-use building with flexible space to accommodate a variety of uses, including a “Success Center” that will prioritize new business creation and start-ups by connecting them with business assistance programs and training for entrepreneurs and will provide a variety of other community benefits through job training, partnerships with educational institutions, and ongoing community engagement. The building’s full use will be programmed with community input and could include a West Tampa Cultural Center with performances from local talent to bring historical figures to life.

Throughout this proposal, the InVictus Team has laid out a carefully crafted, exciting concept for the redevelopment of Rome Yard that will create a destination – to live, to work, to visit, to learn, to enjoy. Our proposal is both planned in detail and open to City and community input. The West End concept is both visionary and achievable with the cooperation of the City and the community. The InVictus Team can deliver this development because we have the expertise, experience, financial resources, capacity, and desire to demonstrate what a diverse, inclusive, Tampa-centric team can do. Our team includes professionals of exceptional talent who embody the community because they are part of the community. The City can be assured that we will engage with the neighborhood community, the West Tampa Chamber of Commerce, the West Tampa CRA CAC, neighborhood schools and area universities, the Tampa Housing Authority, Community organizations, and other stakeholders, not just before construction begins but long after the development is operating. We are invested in the potential of this development to be a force for the West River area’s rebirth and to be and remain a desirable destination that is welcoming to all.

InVictus recognizes our proposal is just that – a proposed way to approach, finance, build, program, and operate the redeveloped property. While we are excited about our proposal, we are open to – and anticipate – that the City, the West Tampa CRA, the West Tampa Chamber of Commerce, and the West Tampa community at large will have exciting ideas that build on ours and alter the concept. We welcome that input and look forward to the feedback and exchange of ideas. What will not change is

- **our commitment** to including WMBE and SBLE businesses and providing minority employment opportunities,
- **our commitment** to including housing attainable at a wide range of incomes,
- **our commitment** to creating a Success Center for workforce training and small business incubation,
- **our commitment** to inclusion of infrastructure that makes micromobility a logical choice for moving around the community and connecting to mass transit,
- **our commitment** to not just respect but display the history and culture of West Tampa,
- **our commitment** to physically connect with the larger community and open up access to the river and Riverwalk,
- **our commitment** to provide commercial space for local businesses and reducing rent for those that are City of Tampa certified SBLEs like us, and
- **our commitment** to create a community that is a destination.



ATTACHMENT B

BUILDING CONSTRUCTION COMPANY INFORMATION

BUILDING CONSTRUCTION COMPANY INFORMATION

Company Name: Walker & Company, Inc. DBA: _____

Address: 931 North Pennsylvania Avenue

City: Winter Park State: FL Zip: 32789

Name of Contact Person: Alan Fredrickson

Phone: (407) 407 645-0500

Alternate #: (321) 229-9069

Fax: (407) 645-5188

Email: afredrickson @ walkercc.com

Organization Type:	{ }	Individual / Sole Proprietorship	Date Established	_____
(please check one)	{ }	General Partnership	Date Established	_____
	{ }	Limited Partnership	Date Established	_____
	<input checked="" type="checkbox"/>	Corporation	Date Established	<u>February 20, 2003</u>
	{ }	Subchapter S Corporation	Date Established	_____
	{ }	Limited Liability Company	Date Established	_____
	{ }	Non-/Not-for-Profit	Date Established	_____
	{ }	Joint Venture	Date Established	_____

Licensed by: City: _____ License/Permit #: _____
 (check all that apply) County: _____ License/Permit #: _____
 State: Florida License/Permit #: CGC058211

Federal I.D. #: 06-1697789

If you are non-/not-for-profit, please provide your contractor information:

Contractor Name: _____

Address: _____

Contact Person: _____

Phone #: () - - Fax #: () - -

Licensed by: { } City: _____ License/Permit #: _____
 (check all that apply) { } County: _____ License/Permit #: _____
 { } State: _____ License/Permit #: _____

Is your business certified as a Minority Business with a government agency? Yes No
 (If yes, please provide the information below)

Government Agency	Certification Number	Date of Expiration
_____	_____	_____
_____	_____	_____

(3 pages)

Minority Business Status:	<input type="checkbox"/>	Black			
	<input type="checkbox"/>	Hispanic			
	<input type="checkbox"/>	Woman			

COMPANY OWNERSHIP INFORMATION

Name of Owner:	R. Lance Walker Sr.	Percentage of Ownership:	25	%
Name of Owner:	R. Lance Walker Jr	Percentage of Ownership:	65	%
Name of Owner:	Alan Fredrickson	Percentage of Ownership:	10	%
Name of Owner:		Percentage of Ownership:		%

Per Federal and City of Tampa EEO requirements, please tell us if 51% or more of the firm is owned by any of the following:

<input type="checkbox"/>	Female			
<input type="checkbox"/>	Black			
<input type="checkbox"/>	Hispanic			
<input type="checkbox"/>	American Indian			
<input type="checkbox"/>	Asian			
<input type="checkbox"/>	Other:			

When was organization established?: Feb 2003

Previous organization names in the past five years?: (if applicable)

	Date Established
	Date Established
	Date Established

Has the organization or any affiliates ever filed for bankruptcy? Yes No

Do you have any judgements, liens or pending suits? Yes No

Has the organization or any affiliates discontinued business operations with outstanding debts? Yes No

Have you been a principal in any other entities over the last five years? Yes No

INSURANCE INFORMATION

During the terms of this agreement, the contractor shall provide, pay for and maintain with companies satisfactory to the City certificate of insurance. Please answer the following questions:

Workers' Compensation & Employers' Liability Insurance

Name of Company:	Bridgefield Employers Insurance Company	Policy #	083046684
		Limits of Liability (per accident)	\$ 1,000,000
Disease Aggregate		Limits of Liability	\$ 1,000,000
Disease for each employee		Limits of Liability	\$ 1,000,000

Commercial General Liability Insurance

Name of Company:	Westfield Insurance Company	Policy #	CMM0866175
		Limits of Liability (each occurrence)	\$ 1,000,000.
General Aggregate		Limits of Liability	\$ 2,000,000

Automobile Liability Insurance	
Name of Company: Westfield Insurance Company	Policy # CMM0866175
	Limits of Liability (per accident) \$ 1,000,000
EMPLOYEE INFORMATION	
Number of Full-time employees: 80	
Number of Part-time employees: N/A	
Name of Labor Service used?	N/A
Percentage of workforce employed via this method (if applicable).	%
Include a copy of the Labor Services's Certificate of Insurance for Worker's Compensation	
REFERENCES	
SINGLE-FAMILY OR MULTI-FAMILY REHABILITATION OR NEW CONSTRUCTION PROJECTS	
Location (City/State): Maitland, FL	Maitland City Centre
Contract Amount: \$49.3 million	
Amount Sublet:	90%
Owner's Name:	Allen Morris Company, Coral Gables, FL
Property Address:	100 Independence Lane, Maitland, FL 32751
Phone #: 407 645-0500	
Type of Work:	Construction of a 5-story wood frame apartment complex over concrete podium with retail and a 6-story parking garage with basement.
Start Date / Completion Date	June, 2016 - January, 2019
Consulting Engineers / Architects: (if applicable)	ACI Architects, Winter Park, FL
Location (City/State):	Channelside Apartments, Tampa, FL 33602
Contract Amount:	\$40 million
Amount Sublet:	90%
Owner's Name:	Related Group
Property Address:	120 S Meridian Avenue, Tampa, FL 33602
Phone #:	407-645-0500
Type of Work:	Construction of 4-story, wood framed buildings, 356 units, 2 parking garages, Clubhouse & Pool.
Start Date / Completion Date	January, 2015 - November, 2016
Consulting Engineers / Architects: (if applicable)	MSA Architects, Miami, FL

ATTACHMENT B

BUILDING CONSTRUCTION COMPANY INFORMATION

BUILDING CONSTRUCTION COMPANY INFORMATION

Company Name: LEMA Construction & Developer's, Inc. DBA: 826887809

Address: 1631 Commerce Ave. N.

City: St. Petersburg State: FL Zip: 33716

Name of Contact Person: Johnathan Stanton

Phone: (727) (727) 821-4819

Alternate #: ()

Fax: ()

Email: johnathan@lemaconstruction.com

- Organization Type: { } Individual / Sole Proprietorship Date Established
{ } General Partnership Date Established
{ } Limited Partnership Date Established
[X] Corporation Date Established
{ } Subchapter S Corporation Date Established
{ } Limited Liability Company Date Established
{ } Non-/Not-for-Profit Date Established
{ } Joint Venture Date Established

Licensed by: (check all that apply) City: License/Permit #:
County: License/Permit #:
State: Florida License/Permit #: CGC1523064

Federal I.D. #: 13-4311568

If you are non-/not-for-profit, please provide your contractor information:

Contractor Name:
Address:
Contact Person
Phone #: () - Fax #: () -

Licensed by: (check all that apply) City: License/Permit #:
County: License/Permit #:
State: License/Permit #:

Is your business certified as a Minority Business with a government agency? [] Yes [X] No
(If yes, please provide the information below)

Table with 3 columns: Government Agency, Certification Number, Date of Expiration

(3 pages)

Minority Business Status:	<input type="checkbox"/>	Black			
	<input type="checkbox"/>	Hispanic			
	<input type="checkbox"/>	Woman			

COMPANY OWNERSHIP INFORMATION

Name of Owner:	Johnathan Stanton	Percentage of Ownership:	100	%
Name of Owner:		Percentage of Ownership:		%
Name of Owner:		Percentage of Ownership:		%
Name of Owner:		Percentage of Ownership:		%

Per Federal and City of Tampa EEO requirements, please tell us if 51% or more of the firm is owned by any of the following:

<input type="checkbox"/>	Female
<input type="checkbox"/>	Black
<input type="checkbox"/>	Hispanic
<input type="checkbox"/>	American Indian
<input type="checkbox"/>	Asian
<input type="checkbox"/>	Other:

When was organization established?: 2005

Previous organization names in the past five years?: (if applicable)

	Date Established
	Date Established
	Date Established

Has the organization or any affiliates ever filed for bankruptcy? Yes No

Do you have any judgements, liens or pending suits? Yes No

Has the organization or any affiliates discontinued business operations with outstanding debts? Yes No

Have you been a principal in any other entities over the last five years? Yes No

INSURANCE INFORMATION

During the terms of this agreement, the contractor shall provide, pay for and maintain with companies satisfactory to the City certificate of insurance. Please answer the following questions:

Workers' Compensation & Employers' Liability Insurance

Name of Company:	American Builders Insurance Company	Policy #	WCV023063904
	Disease Aggregate	Limits of Liability (per accident)	\$ 1,000,000.00
	Disease for each employee	Limits of Liability	\$ 1,000,000.00
		Limits of Liability	\$ 1,000,000.00

Commercial General Liability Insurance

Name of Company:	Continental Casualty Company	Policy #	6071849899
	General Aggregate	Limits of Liability (each occurrence)	\$ 1,000,000.00
		Limits of Liability	\$ 2,000,000.00

Automobile Liability Insurance			
Name of Company:	Continental Casualty Company		Policy # BUA6072507450
		Limits of Liability (per accident)	\$ 1,000,000.00
EMPLOYEE INFORMATION			
Number of Full-time employees:	24		
Number of Part-time employees:	0		
Name of Labor Service used?	Pacesetter		
	Percentage of workforce employed via this method (if applicable).	1	%
Include a copy of the Labor Services's Certificate of Insurance for Worker's Compensation			
REFERENCES			
SINGLE-FAMILY OR MULTI-FAMILY REHABILITATION OR NEW CONSTRUCTION PROJECTS			
Location (City/State):	Evergreen Village Single-Family — Pinellas Park, Florida		
Contract Amount:	\$3.9 Million		
Amount Sublet:	\$3,435,000.00		
Owner's Name:	Jack Humburg		
Property Address:	6641 & 6661 62nd Ave. N. Pinellas Park, FL 33781		
Phone #:	(727) 821-4819		
Type of Work:	Construction Management		
Start Date / Completion Date	12/13/2019	-	IN PROGRESS
Consulting Engineers / Architects: (if applicable)	WS Architect 146 – 2nd Street North Suite #301, St. Petersburg, FL 33701 (727) 821-6610		
Location (City/State):	SPC/Gibbs Campus Student Success Center — St. Petersburg, FL		
Contract Amount:	\$25 Million		
Amount Sublet:	\$13,306,000.00		
Owner's Name:	SPC Board of Trustees – Deveron Gibbons		
Property Address:	6605 5th Ave N., St. Petersburg, Florida 33710		
Phone #:	(727) 452-0976		
Type of Work:	Design-Build		
Start Date / Completion Date	12/2017	-	6/2020
Consulting Engineers / Architects: (if applicable)	Wannemacher Jensen Architects Jason Jensen, Principal, AIA LEED AP (727) 822-5566 Jason@wjarc.com		

ATTACHMENT B

BUILDING CONSTRUCTION COMPANY INFORMATION

BUILDING CONSTRUCTION COMPANY INFORMATION

Company Name: Fresh Start Development, Inc DBA: _____

Address: 5508 N 50th St suite 20

City: Tampa State: Fl Zip: 33610

Name of Contact Person: Katina McClinton

Phone: (813) 8132936733

Alternate #: ()

Fax: (813) 613-6651

Email: info@freshstartdevelops.com @

Organization Type:	{ }	Individual / Sole Proprietorship	Date Established	_____
(please check one)	{ }	General Partnership	Date Established	_____
	{ }	Limited Partnership	Date Established	_____
	<input checked="" type="checkbox"/>	Corporation	Date Established	<u>11/21/2005</u>
	{ }	Subchapter S Corporation	Date Established	_____
	{ }	Limited Liability Company	Date Established	_____
	{ }	Non-/Not-for-Profit	Date Established	_____
	{ }	Joint Venture	Date Established	_____

Licensed by:	<input type="checkbox"/>	City: _____	License/Permit #:	_____
(check all that apply)	<input type="checkbox"/>	County: _____	License/Permit #:	_____
	<input checked="" type="checkbox"/>	State: <u>Florida</u>	License/Permit #:	<u>CGC1513935</u>

Federal I.D. #: 20-3857845

If you are non-/not-for-profit, please provide your contractor information:

Contractor Name: _____

Address: _____

Contact Person: _____

Phone #: () - _____ Fax #: () - _____

Licensed by:	{ }	City: _____	License/Permit #:	_____
(check all that apply)	{ }	County: _____	License/Permit #:	_____
	{ }	State: _____	License/Permit #:	_____

Is your business certified as a Minority Business with a government agency? Yes No
(If yes, please provide the information below)

Government Agency	Certification Number	Date of Expiration
<u>City of Tampa</u>	<u>MBE</u>	_____
<u>City of Tampa</u>	<u>SLBE</u>	<u>Sept 24, 2021</u>
<u>State of Florida</u>	<u>DBE</u>	<u>Dec 16, 2020</u>

(3 pages)

Minority Business Status:	<input checked="" type="checkbox"/> Black			
	<input type="checkbox"/> Hispanic			
	<input type="checkbox"/> Woman			

COMPANY OWNERSHIP INFORMATION

Name of Owner:	Katina McClinton	Percentage of Ownership:	100	%
Name of Owner:		Percentage of Ownership:		%
Name of Owner:		Percentage of Ownership:		%
Name of Owner:		Percentage of Ownership:		%

Per Federal and City of Tampa EEO requirements, please tell us if 51% or more of the firm is owned by any of the following:

<input checked="" type="checkbox"/>	Female
<input checked="" type="checkbox"/>	Black
<input type="checkbox"/>	Hispanic
<input type="checkbox"/>	American Indian
<input type="checkbox"/>	Asian
<input type="checkbox"/>	Other:

When was organization established?: 11-21-2005

Previous organization names in the past five years?: (if applicable)

	Date Established
	Date Established
	Date Established

Has the organization or any affiliates ever filed for bankruptcy? Yes No

Do you have any judgements, liens or pending suits? Yes No

Has the organization or any affiliates discontinued business operations with outstanding debts? Yes No

Have you been a principal in any other entities over the last five years? Yes No

INSURANCE INFORMATION

During the terms of this agreement, the contractor shall provide, pay for and maintain with companies satisfactory to the City certificate of insurance. Please answer the following questions:

Workers' Compensation & Employers' Liability Insurance

Name of Company:	Policy #
	Limits of Liability (per accident) \$
Disease Aggregate	Limits of Liability \$
Disease for each employee	Limits of Liability \$

Commercial General Liability Insurance

Name of Company:	abc insurance of Tampa Inc	Policy #	DCG11902-00
		Limits of Liability (each occurrence)	\$ 1,000,000
General Aggregate		Limits of Liability	\$2,000,000

Automobile Liability Insurance			
Name of Company:	united Specialty		Policy # DCG11902-00
		Limits of Liability (per accident)	\$ 100,000
EMPLOYEE INFORMATION			
Number of Full-time employees:	3		
Number of Part-time employees:	10		
Name of Labor Service used?			
	Percentage of workforce employed via this method (if applicable).		%
Include a copy of the Labor Services's Certificate of Insurance for Worker's Compensation			
REFERENCES			
SINGLE-FAMILY OR MULTI-FAMILY REHABILITATION OR NEW CONSTRUCTION PROJECTS			
Location (City/State):	Tampa, Fl		
Contract Amount:	1.5 million		
Amount Sublet:			
Owner's Name:	Jabbari Khosrow		
Property Address:	4808 MCEIRoy		
Phone #:	8132936733		
Type of Work:	new build 6 townhomes		
Start Date / Completion Date	6/29/2018	-	11/22/2019
Consulting Engineers / Architects: (if applicable)	n/a		
Location (City/State):	Tampa, Fl		
Contract Amount:	300,000 for each house (7)		
Amount Sublet:			
Owner's Name:	Jabbari Khosrow		
Property Address:	various homes		
Phone #:	813-293-6733		
Type of Work:	new builds residentail		
Start Date / Completion Date	2015	-	2018
Consulting Engineers / Architects: (if applicable)			



PRELIMINARY DEVELOPMENT CONCEPT

a. Respondent should describe its approach to managing the planning, design approvals, financing, phasing, development, construction, and operation of other similar development projects.

APPROACH

InVictus believes development is best approached first from the site context. Site context encompasses not just the physical layout and characteristics of the land, existing infrastructure, street connectivity, and environmental conditions, but also its historic and present-day community context. Located at the junction of Columbus Dr., Rome Ave. and the Hillsborough River, the City of Tampa Rome Yard, 18-acre redevelopment will serve as the northeast Gateway to the West Tampa neighborhoods and West Tampa Community Redevelopment Area. **We view this development area as The West End, a long, storied, and influential community that exemplifies the rich historic and cultural neighborhoods that sprung from the roots of the cigar industry into a singular and separate City.** West Tampa eventually merged with the City of Tampa but remains as a distinct and proud community. We have adopted the name “**The West End**” as a placeholder for the new community. As we move forward, we want to engage the surrounding community and all stakeholders in the discussion of a variety of development characteristics that includes, the understanding, sentiment, legacy, and branding for the name of their newest neighborhood.

After familiarizing ourselves with the site context, InVictus determines the most significant elements and attributes of the site and surrounding area that should be echoed in and furthered by the development. The West End is a strategic property that holds the potential to create a meaningful connection to the Hillsborough River that has been denied for generations due to various developments such as the Solid Waste Facility, schools and other institutions that have consumed the river’s edge land within the West Tampa community.

Not only is the location of the redevelopment strategic, so is its timing. The City’s successful acquisition of a federal BUILD Grant to expand and connect the Tampa Riverwalk to the western edge of the Hillsborough River provides an opportunity to coordinate its path with the design of the redevelopment to the benefit of both. In concert with the City of Tampa’s West Tampa CRA Strategic Action Plan and the Tampa Housing Authority’s West River Master Plan, these opportunities can solidify West Tampa as the western contributor to the overall renaissance of Tampa’s urban core, making the Hillsborough River not the western boundary of Tampa’s core, but its center – the focal point of the urban revitalization recognized in the Tampa Center City Plan, InVision Tampa.

The West End development approach is to shift the West Riverwalk promenade towards the River as deliberately and expediently as possible through a connected open space plan that lessens the infrastructure encumbrances, saves development expense, protects this new community asset through a dedicated right of way (ROW) and truly embraces the Gateway notion of our proposed development. The West Riverwalk will be borne at the corner of Rome Ave. and St. Louis Street running southeast, parallel to existing utility lines, continuing along North Willow Ave., leading to the THA’s West River Plan of a proposed Park and Pavilion along the Hillsborough River.

Migration of the existing southern storm water lines to allow for site development offers the opportunity to think more sustainably as the outfall reaches the River. We propose a bio-swale and filtration landscapes south of the docks at Rick’s on the River to take advantage of the existing vegetative areas, enhanced with native landscaping and environmental education opportunities while creating a Riverwalk Bridge to oversee the now featured stormwater outfall to the River. This concept maintains the utility access, secures a dedicated West Riverwalk, and preserves an elevated view corridor to the Tampa skyline to the southeast, creating enormous value and a sense of place for this community within the urban context.

The revitalization of Rome Ave. as a complete street remains a necessary endeavor as a major north-south connector within the West Tampa CRA. West Tampa neighborhood access to and through our proposed development to the new West Riverwalk will serve as additional West-East Gateways along the Rome corridor. With improved intersections and street crossings at St. Louis, St. Conrad, Beach and Palmetto streets, these corridors truly open the community to the development and the West Riverwalk.

The peripheral streets and the proposed extensions will be designed with wide pedestrian walks, tree lined parkways with parallel parking, bike paths, and street furnishings to enhance the area as the opportunity presents itself. These unique

PRELIMINARY DEVELOPMENT CONCEPT

spatial offerings present the opportunities to integrate art, history, features, fountains, etc., as well as the continuation of the Tampa Riverwalk Historical Marker Series, where prominent Tampa (West Tampa) personalities are honored and memorialized in bronzed busts for their works and accomplishments.

Armed with an understanding of the site and its context, the next step in approaching a development is to assemble a team that has the expertise, experience, and capability to address the issues presented, craft solutions, design a plan, and execute on the plan. To do that, we looked first to our community with a goal to hire the best local companies and individuals with the necessary expertise. People who have lived in this area for many years or all their lives have a vested interest in the success of this development; for them, it is personal. In all their prior projects, the principals of InVictus have turned to the local community first.

Our look local first approach is reflected in our proposal for redevelopment of Rome Yard. Of the 19 InVictus Team members who have already committed to this project – many of whom actively participated in creating the vision and crafting this proposal – 11 are Tampa companies, 2 are St. Petersburg companies, and 2 are Orlando area companies. 2 of the remaining companies have local Tampa offices. By assembling the team at the earliest possible state in the development process, we can maximize the benefit of expertise brought to bear from every conceivable angle, avoiding the silo effect of a linear process. The result is a well-vetted and validated design concept.

With the team assembled, the development process begins in earnest. As the lead development firm, InVictus will quarterback the development process from its offices in West Tampa. The InVictus Team will handle all City and County approval processes, participate in all community engagement efforts, and provide on the ground oversight of all work on the project. In the experience of the InVictus principals, development activities should be initiated as early as possible and consequently, they are consciously proactive in dealing with lead-time items so as not to slow the development activities down at any stage of the process. One of the strengths of InVictus Team is that it brings to the table three development firms that collectively provide an incomparable breadth of experience, knowledge, and resources.

The InVictus development joint venture (“InVictus JV”) has the financial wherewithal to carry predevelopment costs until closing on project financing, which greatly assists with initiating early start of development activities. Each of the InVictus JV developers has a demonstrated ability to attract capital and secure financing and the combined power of three makes the funding opportunity that much more attractive for investors and lenders. Another strength of the InVictus JV is its principals’ experience developing large-scale, multi-phase, mixed-income projects. With the aid of all the InVictus Team members, selected by InVictus in part because of their substantial knowledge of local site development issues and approval processes, critical path items can be addressed early in each development phase. InVictus’s emphasis on proactive steps, tackling complex issues early, and its ability to fashion creative solutions with the input of exceptional professionals in a variety of fields, ensure that projects stay on schedule.

The InVictus Team pays close attention to a key objective of redevelopment – namely, that the site plan, building and unit designs should be compatible with the surrounding neighborhood and integrated into the local community. Too often developments turn their backs on their neighbors and isolate themselves from their community. InVictus believe in extending the scale and fabric of the surrounding community into development sites to unify the streets and open spaces of a neighborhood. We also look for design elements in the community that can be successfully incorporated into building architecture and the site plan while producing attractive, functional, and cost-effective housing for the new residents.

Any overall development plan must be prepared consistent with a community planning process undertaken by the development team, city staff, community leaders, potential residents of the new development, and other stakeholders. As ideas are formed through the community meetings, the project planners and architects work to design community-based solutions to identified needs. One key element in the design plan will be to integrate the new mixed-income, mixed-use development back into the fabric of the neighborhood, as well as provide additional new elements that speak to the character and history of the locale.

The design plan also must be reviewed for financial feasibility in connection with available funds from existing sources, and other funding sources that will leverage funds in hand. Once the design is accepted and a financially feasible budget is established, applications for leveraged funds will be submitted. When funding is in place, the project will close all financing and commence construction.

PRELIMINARY DEVELOPMENT CONCEPT

The development phase of a project is a fluid process, and the InVictus Team understands from experience that key milestones must be met to maintain the momentum of the project. As hurdles or disruptions arise during the development phase, the InVictus Team's principals have demonstrated the flexibility to cope with new issues, find solutions, and keep the process moving to reach the final goal of residents moving into new housing.

An Integrative Design Process

The InVictus principals work closely with architectural and engineering partners to ensure that the site planning and design process is effective and inclusive. InVictus has assembled a team that creates a powerful collaboration of planning professionals with tremendous local knowledge and experience. InVictus believes in utilizing local civil engineers to work with the controlling jurisdiction to obtain all necessary entitlements and approvals. The engineer, property manager, contractor, and the development team all work closely with the architect in achieving the design goals of all stakeholders. For the Rome Yard RFP, we will also ensure careful collaboration between the architect and land planners and the consultants who provide expertise on mobility, history, and culture, placemaking, and special-use structures (like the multi-use building that will house the Success Center). This coordinated effort will ensure that all requisite design elements are incorporated, and necessary space provided. These consultants, together with the architect and planners, will constitute the Design Team.

The Kick-Off Team Meeting - The Design Team assembled by InVictus will participate in a kick-off meeting to review and discuss the preliminary vision provided by the City of Tampa and the various master plans for the area, agree upon the general approach to schedule, expectations and products for the various sites, outline the parameters of the public involvement strategy, define issues and goals, and identify the strengths, weaknesses, constraints, and opportunities of the overall site. InVictus will work to ensure that the Design Team completely understands the goals and priorities for the project including its desire to be a leader in environmentally responsible development for the City of Tampa and the State.

Program Review - As the next step in the development process, the Design Team will conduct a Program Review to help in determining whether its concept fits within the site's capacity, includes optimal building counts and types, as well as unit counts and their size and bedroom distribution. In addition, assumptions regarding the amount of commercial space, how much should be office and how much should be retail, which use would be best in what location and the like will be researched and vetted so that adjustments can be made in the configuration of this space, as needed.

Stakeholder Meetings - The Design Team will participate in meetings with representatives of each identified stakeholder group to gather input and impressions about the proposed project. The discussion and input will be framed around a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; what are the aspirations and concerns for the Rome Yard development? The three goals of this outreach phase are to: 1) foster relationships with those affected by and with an impact on the site redevelopment; 2) register their input and concerns before design work takes shape in detailed plans; and 3) garner support for and solicit participation in the design workshop.

Preliminary Site/Concept Planning - As with any development project, the site plan, building and unit designs should be compatible with the surrounding neighborhood and integrated into the local community. Too often housing projects turn their back on their neighbors and isolate themselves from their community. The InVictus Team believes in extending the scale and fabric of the surrounding community into redevelopment sites to unify the streets and open spaces of a neighborhood.

Final Plan/Estimating & Value Engineering - During the integrative planning and design process, InVictus will continually seek input from the general contractor and engineer to ensure the physical plan is feasible, and all aspects of the project are being approached in the most cost-effective manner. The InVictus Team has extensive experience working with clients to find creative means to meet their overall project goals and budget.

PRELIMINARY DEVELOPMENT CONCEPT

DEVELOPMENT STRATEGY:

Planning the Development

In each of the developments for which the principals of InVictus have been responsible, they have worked closely with partners to produce a development that met the goals as well as the needs of the populations to be served. Equally important to the success of each of these developments is the effective communication fostered by the principals of InVictus.

Developing an effective plan for communication and feedback is critical to the outcome. At the beginning of a project, InVictus works with its partners to develop the plan which is most

appropriate for the goals of the project. The most effective plans not only include a means to seek useful feedback from residents and community representatives, but also provide a process by which stakeholders can stay informed. Our projects have been successful in meeting the needs of the residents because of our close consultation with local government staff, residents, and community representatives. This planning involved both physical design and community benefits to be provided during construction (through employment of local labor and use of local subcontractors and materials suppliers) as well as upon completion (through community space and programming such as the InVictus Team's proposed Success Center, and inclusion of cultural and historical tributes).

InVictus has found that a carefully planned approach results in valuable input from residents, local government officials (and other development partners), and key community organizations to develop the highest quality project and select the most qualified locally based service providers. Further, such an approach increases awareness and overall support for the project among the larger community.

As outlined above, InVictus will work to devise the most effective strategy to seek feedback from, and maintain communication with, all key stakeholders as it does for each project it develops.

The primary planning objective is to create an environment that enhances the quality of life for residents, which is achieved through the creation of modern, comfortable, energy efficient living space attainable across of wide range of affordability and integrated into a site plan that promotes green space, promotes a healthy lifestyle through implementation of multimodal programming, along with improved access, circulation, and parking. Units in the new development will be able to accommodate mobility impaired households as well as sight and hearing-impaired households.

At the outset, a programming document would be created outlining the overall project goals, phasing strategy, programmed uses, unit types and sizes, energy efficiency strategies, maintenance guidelines, building systems, and site criteria including parking, visitability, drainage, sight lines, community space and security. Cost constraints and value engineering would be considered as well.

This programming document will serve as the touchstone to guide the design and planning process. The team will conduct meetings on an on-going basis to obtain feedback from the residents and other stakeholders as the development plans are refined. The result will be the creation of a community incorporating appropriately designed buildings that are sustainable, efficient, and thoughtfully laid out. In the end, The West End will be a community that everyone can be proud of, especially the residents who will call it home.

PRELIMINARY DEVELOPMENT CONCEPT

Upon selection, InVictus will promptly and diligently begin the development process as outlined. Some key design criteria and factors to be considered for the project follow:

Site should:

- Take advantage of existing topography and environmental features
- Maximize property views while minimizing and negating the site's negative aspects
- Utilize existing vegetation to create attractive common space
- Consider the neighboring community and market study desires
- Complement and enhance the surrounding land uses

Public space and Pedestrian areas should:

- create opportunities for community gatherings and other social events
- connect the community to internal and external site destinations
- maximize the components of defensible space on sight lines
- maximize views of dead ends
- create illumination and safe zones

Construction materials proposed for the project should be:

- durable and vandal resistant
- primarily regional and local materials
- forms and shapes that are human in scale, proportion, and significance
- roadways should use asphalt
- sidewalks and curbing should be in concrete
- colors through-out should be fresh and natural

Multiple measures should be taken to ensure environmental sensitivity including:

- water efficiency
- conservative energy use
- careful material selection
- maximize comfort, and indoor quality
- utilize "green" methods and technology
- comply with Energy Star Requirements
- use Energy Star labeled products
- promote Energy Star design of replacement units
- include Energy Star in home ownership counseling
- Low flow toilets in every building
- Material selection drawn from regional materials
- Material that contains low volumes of chemical pollutants
- Mechanical and electrical systems employed and tested for maximum efficiency
- Native plant material used in landscape design to reduce irrigation requirements, following principles of Florida Friendly landscaping

PRELIMINARY DEVELOPMENT CONCEPT

Crime Prevention Through Environmental Design Information (CPTED)

Neighborhood design is important in crime prevention. Good architecture and site design are important in the implementation and success of this plan.

The orientation of buildings and streets should enable neighbors to create a safe and stable neighborhood by providing “eyes on the street” and should encourage interaction and community identity. The plan should provide a clear definition of public and private realm through block and street design that responds to local traditions. Here are some examples of what the InVictus Team will implement to address this issue:

- Clearly define the property boundaries using natural or manmade borders
- Initiate Business and Community Watch Programs
- Surveillance: place physical features, activities, and people in ways that maximize the ability to see what is going on discourages crime
- Install Site security camera system with Internet connectivity for monitoring
- Proper indoor and outdoor lighting
- Illuminate all entrances, exits, and parking areas
- Design windows to be clear of distraction
- Design and maintain all landscaping to promote visibility
- Involve the entire community in your surveillance efforts
- Access Control: Properly locate entrances, exits, fencing, and lighting
- Reduce the number of entrances and exits
- Have guests/visitors sign in
- Fence or rope off problem areas

The InVictus development team is well versed in the design and implementation of CPTED methodology and will incorporate all key principles in the site and building design.

All these elements together will create a comprehensive Site Plan integrating public and private space, pedestrian and vehicular circulation and appropriate building scale and massing to produce an attractive and pleasing place in which the community can be proud to live.

Sustainable Construction Materials

To promote sustainable design in the Florida environment, the project will utilize some of these materials depending on the agreed upon final design of the building.

- Concrete construction
- Hollow core concrete plank or poured concrete between floors
- Roof surfaces: Energy efficient roof decks with ample insulation
- Exterior Walls: Brick, Stucco, or Hardie board siding and trim in appropriate area.
- Slab: Flood plain will be used to dictate building heights
- Limited use of architectural stone or brick finishes to enhance architectural appeal
- Hip or flat roofs to limit wind exposure
- PGT or equal windows for energy efficiency and design
- Incorporate the most cost-effective green elements to improve overall efficiency

Sustainable construction practices are discussed in detail in the materials found at Tab 5.c.

PRELIMINARY DEVELOPMENT CONCEPT

The West End concept was created with multiple disciplines in mind. There are the physical places that will be created but there is also the background inspiration for the plan. Mobility options that make active transit the logical choice, a Success Center to provide workforce and entrepreneurial training and room for nonprofit community organizations to use at no cost, the integration of West Tampa historical and cultural elements, and incorporation of Placemaking attributes to make The West End a destination for the community were all considered as part of the concept creation. What follows is the physical description of the development along with the underlying strategies and information that set the stage for the design.

Preliminary Development Concept

- Our vision for The West End is one of a vibrant, inclusive community that will be both a place to live and a place to go. It will provide 558 multifamily rental units affordable to a range of income levels, 12 live/work townhome units unrestricted as to income level, and 52 townhome units offered for sale at attainable prices. The three multifamily apartment buildings will include first floor commercial space for retail and office use, of which a minimum of 10% will be set aside for City of Tampa, resident-owned, small business at less than market-rate rent for at least ten years. The architecture will capture the West Tampa cigar factory brick complimented with a somewhat modern industrial look, signifying how the present community seeks not to replace the past but to stand on its shoulders.
- The existing infrastructure will be modified as needed to accommodate the site plan. The 60" existing wastewater line will remain in place, creating a green no-build corridor along a proposed alternate path for a portion of the planned Riverwalk extension. This path will be complemented by West Tampa historical markers and art installations. The stormwater line will be completely relocated to the south with a new enhanced river connection just north of the existing track. This will be a bio-swale and have a bridge for the Riverwalk like what has been done between Water Works park and the Ulele restaurant. The wastewater line down Beach Street will remain. The water line will be partially relocated as needed based on the new building footprints and current waterline path. Accommodations will be made for the new lift station location as shown on the RFP plan pages.
- The West End will be a mix of affordable (20%), workforce (40%), and market rate units (40%) of one, two, and three bedrooms with approximate sizes of 720, 950, and 1,100 square feet, respectively. These square footages may change somewhat when a market study is completed for the area. All unit affordability types will be dispersed equally within the north and central buildings with the larger southern building being a combination of workforce and market rate.
- There will be two principal retail locations within the community: 1) first floor retail in the northern building of 6,243 square feet with frontage on Rome Avenue and 2) approximately 12,000 square foot of retail space next to the 340-unit apartment building and facing the river across from Rick's on the River. The Rome Avenue commercial space will feature local retail to service the development and the surrounding community. A portion of this retail will be at reduced rent (discounted by 10% or more) for at least a ten-year period. The retail area across from Rick's on the River and adjacent to the Riverwalk will feature a multistory space with an open-air court catering to local hospitality and musical interests.
- The West End will offer 12-live/work units on the western edge of the site in four separate buildings. These buildings will have brick façades and the units will feature 750 SF areas on the first floor for office or retail use with a 1,500 SF apartment on top. These units will provide solo practitioners such as counselors, attorneys, physical therapists, personal trainers, and the like as well as small shops and startup businesses affordable space from which to operate with no time lost or cost incurred in commuting. St. Conrad Street will extend as a vehicular access only to the surface parking lots to the sides and behind the north and central apartment buildings and extend into the podium parking under the central building. On the east side of the central building, St. Conrad will continue as a pedestrian only walkway, providing access to Riverwalk and continuing east to Oregon.

PRELIMINARY DEVELOPMENT CONCEPT

- The West Tampa Community Success Center will be housed within a 9,350 SF building on the southeast corner of the northern section of the site that will provide business incubator space and workforce/business development training center area all at no cost to the tenants. It is proposed that W. Palmetto Street be extended along the site boundary to the parking lot of the Martin Luther King, Jr. Recreation Complex. This parking can then be shared by the Success Center and the Recreation Complex. It is also contemplated that a portion of this multi-purpose building be used for a West Tampa Cultural Center in addition to the programming of multiple areas throughout the site to display art with West Tampa historical and cultural context. Consideration is also being given to the remodeling the MLK Jr. Recreation building as a West Tampa Cultural Center to display West Tampa history and art.
- The West End will include 52 for-sale townhomes in the central section of the site, placed to ease the intensity of the larger buildings as the development meets the less intense uses at the river's edge and providing a neighborhood like feel as the development joins the MLK Jr. Recreation Complex to the south. Their design will evoke a Brownstone-like appeal creating a strong street presence along a W. Beach Street extension that will flow through the site to N. Oregon Ave. The townhomes will range in size from approximately 1,600 SF (2-BR) to 2,013 SF (3-BR) of airconditioned space; all will include 2-car garages. It is the hope that with a land contribution from the City that these units can sell at below market prices and be priced to be attainable to a wider range of incomes.
- The south apartment building will have excellent views on downtown and the Hillsborough River. This five-story building will have a central parking garage and double loaded corridors with excellent views from all apartments. The parking deck will feature rooftop amenities, including a swimming pool. There will be a community center, fitness room, fire pit and barbeque area, as well as open areas for activities. Next to this building will be a complimentary retail area with an emphasis on dining, craft brewery/pubs, and entertainment to cater to Riverwalk users and residents of The West End alike. This modern designed retail will be somewhat elevated by natural topography, featuring views of the river from shaded outdoor space.
- The 118-unit north building will bracket the Riverwalk extension and offer exciting views of Downtown from this highpoint on the site. This building will include retail on the Rome/Columbus side of this "gateway" into the development while inviting the surrounding community down Riverwalk to the destination retail close to Rick's on The River. This building will also feature a multimodal center on the first floor east of the trail for bike and scooter pickup/drop-off as well as Uber/Lyft access. From the highest point in the development, this building will feature rooftop amenities with spectacular views of Downtown and the Hillsborough River.
- The central building will house 100-units with one floor of secure podium parking. This parking could be expanded to two levels, if required. This building will also feature excellent views and will offer to-be-programmed internal amenities that could include a fitness room, community room, and children's play area.
- The Invictus Team proposes to maintain all units in the development buildings as ADA accessible/barrier-free units. The units will contain reinforced walls for future installation of grab bars that meet or exceed ADA Standards for Accessible Design around each tub/shower unit in each dwelling unit. At the request of and at no charge to a resident household, grab bars around each tub/shower unit in the dwelling unit will be purchased and installed, with product specifications and installations meeting the ADA Standards for Accessible Design. All prospective residents will be informed of this at the time of leasing.
- In keeping with our proposal for improvements to the MLK, Jr. Recreation center. We would like the City to consider extending S. Palmetto Street to the parking lot of the Recreation Complex while also serving the Success Center building to the west. The Invictus Team is willing to contribute \$100,000 toward the improvement of the of the recreation center and the Palmetto Street extension. The team would also encourage the City to use the set-aside funds for this space to assist in the upgrade of these facilities. The Invictus Team would work to get local corporations to contribute to the cause of improving this center and surrounding buildings with the goal of enhancing the center for the benefit of the entire community. The MLK center could also house a portion of the West Tampa history and cultural documentation through a variety of pictures and monuments to the local founders and influential individuals and groups.

PRELIMINARY DEVELOPMENT CONCEPT

MOBILITY PLAN

The Vision

The West Tampa Mobility Plan will serve the Rome Yard redevelopment and the greater West Tampa area by applying Transportation Demand Management (TDM) methodologies to create an efficient multimodal offering that moves people, reduces congestion, improves air quality and health, and stimulates economic activity.

The West Tampa Redevelopment initiative has the opportunity to provide residents and guests a truly car-optional lifestyle. This will be accomplished by using TDM techniques. Unlike prior transportation planning, whereby planning for vehicles is the base, and “alternative” modes are made available and supported through occasional promotions. TDM enables the InVictus Team to capitalize on greater density and the expanding Riverwalk to design for a myriad of modal choices, all woven directly into the fiber of the community, and everyday lives of its residents and visitors. TDM is focused on moving people, not cars; creating a neighborhood where the equitable, affordable, healthy and sustainable modes are the logical first choice. Mode shift likelihood was studied in 2016, and reported in Transportation Research Part A: Policy and Practice, Volume 89, “Changes to commute mode: The role of life events, spatial context and environmental attitude”

Conscientious mobility choice-making will be realized for Rome Yard residents, employees, and visitors through a multidisciplinary and multi-agency effort, which has already begun, with:

- Facility designers
- Architects
- Property management
- Hillsborough Area Regional Transit (HART)
- Tampa Bay Area Regional Transit Authority (TBARTA)
- Florida Department of Transportation (FDOT)
- Tampa Bay Partnership
- Tampa Downtown Partnership
- Westshore Alliance

With a keen focus on existing and emerging trends, our plan delivers innovative and substantive features that address not only the mobility needs and desires of West Tampa, but also economic development, workforce training, and job creation

Achieving A New Quality of Life through Improved Mobility

The West Tampa Mobility Plan and West Riverwalk extension provide a pathway forward towards unmatched economic upward mobility for local and future residents, and enables the 15 to 20-Minute Neighborhood: A neighborhood in which all people, of all ages and abilities, can access day-to-day needs within 15-20 minutes of their homes, primarily by walking, biking, or scooting.

Connectivity, especially convenient and affordable access to jobs, is critical for the West End. The City’s largest employment centers, Downtown and the Westshore District, can be reached within a 12-17-minute bike or scooter ride, a 23-30-minute transit ride, or a 10-15-minute personal or shared car/van ride. Walking to the urban core along the Riverwalk will take about 40 minutes.

In addition to required accessibility features, there will be an assessment to determine desirable accommodations to ensure mobility for persons with disabilities.



Example of local artist Jay Gireau making bike parking fun. Above image: Pam Iorio Garage, Tampa, FL

“[The] study shows that changes in commuting behaviour are strongly influenced by life events [such as a move], spatial context and environmental attitude.”

- [ScienceDirect](#)

PRELIMINARY DEVELOPMENT CONCEPT

The InVictus Team proposes the following TDM best practices and facilities as the means to achieving this vision:

1. Provide unparalleled bike and scooter parking, storage, and maintenance facilities in accordance guidelines provided by the Association of Pedestrian and Bicycle Professionals (APBP) and the National Association of City Transportation Officials (NACTO).

Bicycle parking contributes to urban mobility best when provided specifically for long-term, short-term, transit, and micro-mobility hub users respectively.

Long-term: residents and employees, featuring

- covered and secure space within garages
- accessed via distinct entrances/exits.
- bike wash station
- Electric bike charging station
- Designated space for family cargo bikes
- Long-term recommended materials
 - o DERO Ultra Super Space Saver
 - o DERO Double Decker and
 - o DERO e-scooter racks
- Local muralists

Short-term: Customers and guests

- High visibility locations
- Spread throughout neighborhood
- Located near resident and business entrances
 - o Sufficient space for electric cargo bike delivery parking
- Short-term recommended materials
 - o West Tampa branded DERO Hoop Racks

Transit:

- Covered facility in close proximity to boarding platform
- Electric bike charging station
- Bike repair station
- Transit recommended materials
 - o DERO Shelter
 - o DERO West Tampa branded hoop racks
 - o DERO Fix-It and Pump

Micromobility Hubs, throughout district:

- Recommended materials:
 - o DERO West Tampa Branded hoop racks for personal bikes
 - o Designated bike share racks
 - o DERO electric scooter racks for personal and shared



Bicycle-only entrance to bike parking at multifamily development, photo credit: ATC



Example of bicycle wash station.



Example of long-term secure space.



Example of local artist adding beauty to bike parking facilities. Above: Poe Garage, Tampa, FL

PRELIMINARY DEVELOPMENT CONCEPT

2. Enhance transit by working with HART to improve Route 15 convenience and access at Rome and Columbus, including:

- Covered loading and unloading for passengers
- Centrally located Smart Kiosk for mobility information
- Signalized intersection (recommended in West Tampa Mobility Plan) will enable safe crossing of Columbus for westbound passengers.
- Micromobility hub installation
- Amazon Hub
- Sheltered personal bike and scooter parking
- Wi-Fi
- Device Charging Station

3. Create Public/Private/Non-Profit Partnership

Establish on-site bicycle Cooperative:

A public/private/non-profit partnership with WellBuilt as the non-profit and operator. The 501c3 is a leader in workforce development and has its sights set on becoming a top community service provider and knowledge base for the emergence of electric bikes, electric cargo bikes, and electric scooters.

A local signature brand coffee or juice bar will be integrated and also provide workforce development. Buddy Brew Coffee, with operations on Cass Street, is a good candidate and already has experience with workforce development, with WellBuilt, through Pepin Transitions.

A first and last mile sustainable delivery model will also be developed:

- Establish an electric cargo bike fleet for use by local businesses
 - o Shared use
 - o Low-cost, low-carbon deliveries to Downtown and Westshore
- Engage delivery giants for pilot project
 - o Incorporate package drop off (like Amazon Hub), possibly within Columbus/Rome multimodal facility.
- Provide parking for Uber Eats bicycle delivery personnel



Example of branded hoop rack. Above: Denver, CO



DERO Bike Depot, used at Tampa International Airport, North Employee Parking Lot



DERO electric scooter rack.



Example of delivery fleet - electric cargo bikes

“...city-center first/last mile hubs, when combined with cargo bikes, provide the makings of an agile business model suited to the city of both today and tomorrow.” Tom Parr, [Streetsblog USA](#)

PRELIMINARY DEVELOPMENT CONCEPT

4. TDM Pre & During Construction:

- Multitmodal hub locations selected
- HART coordination for improvements Columbus/Rome (Route 15)
- Bike parking designs reviewed by specialists Pedal Power Promoters, LLC, and DERO experts
- Premium parking locations identified for Vanpool and Carpool
- Establish location(s) for Transportation Information Displays
 - o General description: Provide in the lobby an information display, which will be used to provide transportation-related information to residents and visitors. The Property Transportation Coordinator (PTC) shall keep display stocked with transit and other mobility materials at all times.



Example of lobby display of information.

5. TDM Post Construction:

- Engage and educate property management and Property Transportation Coordinator
- Activate Transportation Information Display (Verified do-able by HART)
 - o Preloaded [Flamingo Fare Cards](#) provided to all residents upon move-in
- Coordinate with TBARTA to promote Carpool and Vanpool



Example of parking sign for carpool and vanpool.

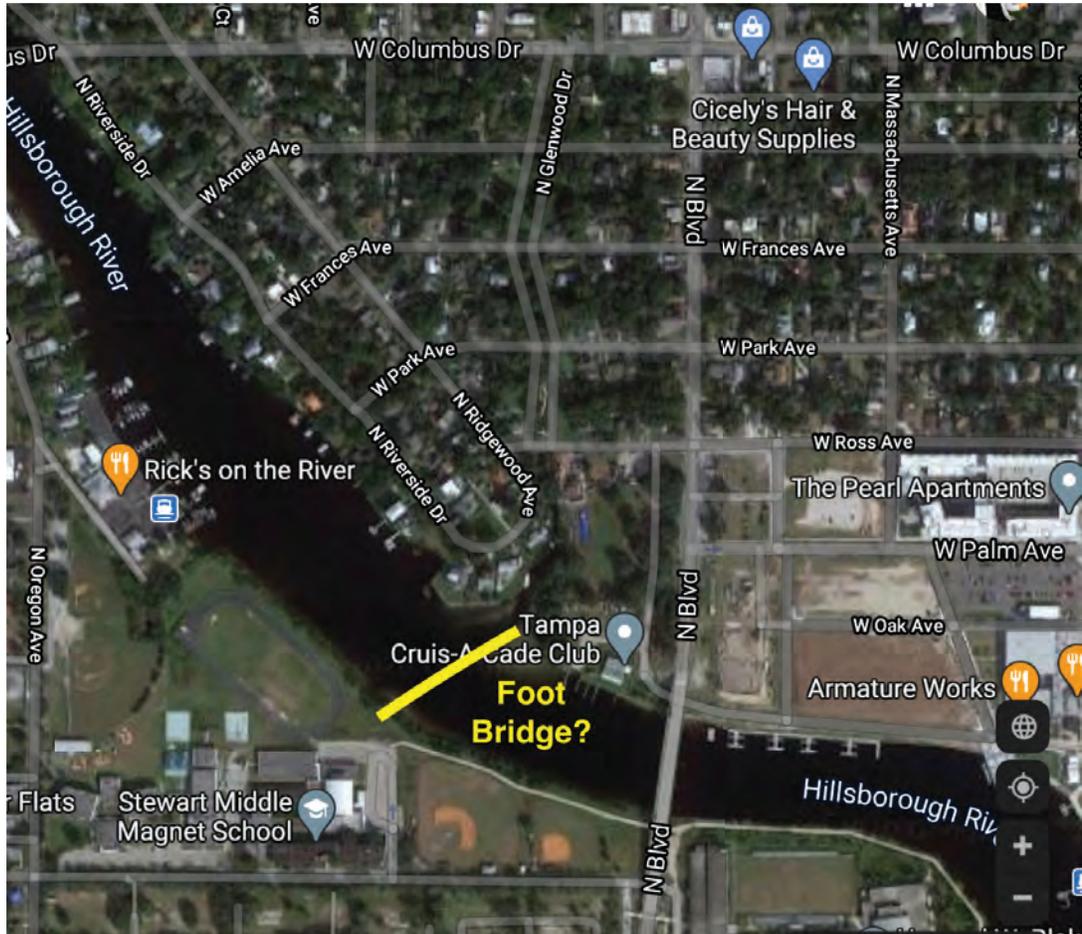
6. Non-SOV Connectivity:

- HART Routes 15
- Vanpool & Carpool
- Pirate Water Taxi
- Bike/Scooter
 - o Riverwalk
 - o Cass Cycle Trail



7. Footbridge Idea

Although a Complete Street is planned for Columbus Drive, many people riding bikes and scooters remain uncomfortable using space adjacent to traffic. For this reason, we recommend consideration of a footbridge connecting the West End to present-day Crus-A-Cade location



PRELIMINARY DEVELOPMENT CONCEPT

WEST TAMPA COMMUNITY CENTER

The Vision

The West Tampa Community Success Center will serve The West End and the greater West Tampa area by providing workforce and entrepreneurial training, business development, and community collaboration opportunities in an inspiring and uplifting space.

West Tampa is enjoying renewed interest and investment in both residential and commercial development. Although COVID-19 has slowed business and employment growth, momentum will return as the effects of the pandemic fade. In addition to the Rome Yard development and the expansion of the River Walk to the west side of the Hillsborough River; the maturing of the West Tampa CRA and increased funding for improvements; progress on the West River development; and Main Street revitalization all signal a bright future for West Tampa.

Despite these positive developments, there remain pockets of poverty and individuals and businesses in great need of help. Although resources exist in West Tampa to address socio-economic needs, there is not a comprehensive center dedicated to the training and career development of individuals and the creation, retention, and growth of local businesses and organizations.

Turning the Vision into Reality

The West Tampa Community Success Center aims to fill that gap. The goal is to create a space that will foster collaboration and creativity that results in success for individuals, businesses, community organizations, and West Tampa as a whole. Each has a critical role to play to make West Tampa the premier neighborhood of choice in Tampa.

The Center is envisioned as a 3,500 square foot multi-function, multi-use, technology enabled, dynamic space that is the heart of The West End and serves as a connector to the surrounding neighborhoods. The interior and exterior will be designed and created with inspirational art and West Tampa cultural and historic elements.

The venue will provide for flexible space allocation to meet a variety of uses and include office equipment and technology. Examples of potential uses include:

- Commercial kitchen for use by food/beverage businesses along the River Walk
- Classroom space for workforce development and entrepreneur training
- Co-working space with shared office equipment and technology
- Meeting/Conference room
- Office space
- Business and social event space
- West Tampa historical/cultural center

As our economy and technology evolves at an ever-increasing pace, workforce training and retraining will be the key component of the Success Center, as will small business development, with an emphasis on female, minority, and locally owned businesses.

Workforce training services that could be provided are career assessments, counseling, and coaching, resume and interview preparation, career connections and job placement. Youth development, internships, and apprenticeships are another key component with potential connections with businesses within and surrounding The West End. Several partners will be engaged to provide workforce training and business development services including:

- CareerSource Tampa Bay
- Florida Small Business Development Center
- School District – Workforce Connections Division

PRELIMINARY DEVELOPMENT CONCEPT

- Hillsborough Community College
- University of Tampa
- St. Leo University
- Prospera
- Black Business Investment Corporation
- West Tampa Chamber of Commerce

Discussions will be ongoing with leaders from each of these organizations to develop operational plans for their participation in the Success Center. It is anticipated that these organizations and others will provide a menu of services on a part to full-time, rotating basis, as need demands. Space will be provided at no charge to the service providers.

At this time, we have been able to make contact and have received verbal and/or written support for the Success Center concept and a commitment to explore opportunities and structure for providing future services from the following organizations:

- West Tampa Chamber of Commerce
- School District – Workforce Connections Division
- Florida Small Business Development Center
- Hillsborough Community College
- We will continue to pursue contact with the other organizations to secure their participation.

The presence of these partners will be a boon for residents and small businesses that will occupy commercial, restaurant and retail spaces within the development and the individuals and businesses from the greater West Tampa community, allowing them to easily access assistance in their own backyard. There will be ongoing community engagement to assess needs and adjust programming to reflect changes in the economy, demographics, individual, community, and business needs.

The Success Center can also be used as a meeting space for community-based organizations including the West Tampa Chamber of Commerce, West Tampa Community Development Corporation, West Tampa CRA Community Advisory Committee, neighborhood/civic associations, and other groups. There is also potential for shared office space for these groups.

Consistency with the West Tampa CRA Strategic Action Plan and the West River Plan

The Success Center concept and strategy fulfills priorities, needs and initiatives identified in the West Tampa CRA Strategic Action and West River Plans by community members and organizations, business operators, City and CRA staff, and consultants. Specifically, the Plans call for:

- Prioritizing new business creation and start-ups
- Access to a well-trained workforce
- Job training and business assistance programs
- Partnerships with educational institutions
- Multi-use buildings and multi venue event space
- Public space for community events
- Cultural and historical venues

PRELIMINARY DEVELOPMENT CONCEPT

- Ongoing Community Engagement

The West Tampa Success Center addresses each of these elements and will continue to evolve and grow based on community input, needs and desires.

The Hope

The West Tampa Success Center will be a place where people are given the tools to transform their hopes and dreams into reality. Our hope is that it inspires, uplifts, and unites the community; is a force for positive change; and draws diverse individuals, businesses, and organizations together as they strive to achieve their highest potential.

HONORING WEST TAMPA HISTORY AND CULTURE

To honor the history and culture of West Tampa you must first learn it. InVictus took two approaches to this task – do the research and bring in an expert. For our research, InVictus turned to Lauren O’Neill, our intern hired as part of a cooperative effort with USF’s Master of Urban & Regional Planning Program to utilize the City of Tampa as a “Living Laboratory” while providing students experience working in the public and private sector. For expertise, InVictus invited to the Team legacy writer, author, public speaker and Mary McLeod Bethune Chautauqua performer Ersula Odom of Sula Too, LLC. Ms. Odom’s Legacy Walls and live performances have brought West Tampa’s African-American history to life.

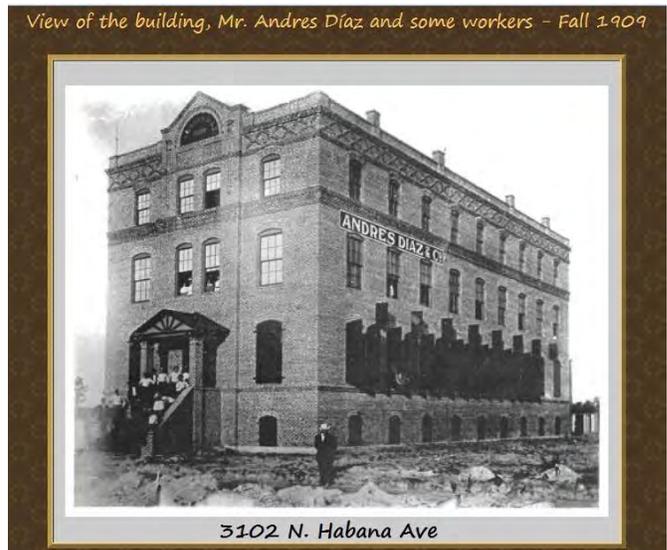
History of the Community

Before West Tampa was a part of the City of Tampa, it was its own incorporated community. Founded in 1892 by Hugh Macfarlane, West Tampa incorporated in 1895. Like other areas of what we know as Tampa today, West Tampa started as a hub for cigar factories.

The area was home to many Latin immigrants and was regarded as the “wild west” or La Caimaneria (place of alligators). To remedy this, and attract more workers and business to the area, Hugh McFarlane bought land and constructed a bridge across the river. Macfarlane purchased this land from Fortune Taylor, a formerly enslaved woman who owned over 30 acres of land outside of Downtown Tampa. The bridge was named in her honor by Macfarlane, later to be renamed Laurel Street Bridge, only to once again honor “Madame Fortune” in 2017 and revert back to Fortune Street bridge. The bridge, and the expansion of the TECO Line Streetcars to West Tampa, led to a thriving community. West Tampa was eventually annexed into the City of Tampa in 1925.

In the 1950s and 60s, the Black population in West Tampa increased dramatically. Blake High School was one of only two Black high schools in Hillsborough County prior to integration. Many trail-blazing Black residents were born, lived, and worked in this community. George E. Edgecomb, namesake of the County courthouse and first Black judge in Hillsborough County, was born and raised in North Boulevard Homes—now the site of THA’s West River development; Clara Frye, a Black nurse, established the first Black hospital in Tampa in the site that is now Blake High School; and many more notable Tampanians of all different races and ethnicities call West Tampa their home.

Unfortunately, West Tampa would come to fall on hard times. First with the cornerstone cigar industry migrating to warmer waters, then with urban renewal and the bifurcation of the community by Interstate 275. The area experienced disinvestment and blight, leading to the establishment of the CRA in 2015. It is the hope of the City, community, and of InVictus Development to contribute to the redevelopment of this historic area by honoring its history, contributing to its



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diverse and unique assets, and connecting this development area to the rest of the Tampa, much how Hugh Mcfarlane and Fortune Taylor did in 1892.

The Community Today

In 2015, the City of Tampa designated part of the West Tampa community--approximately census tracts 43, 44, 49, and 50--as a Community Redevelopment Area (CRA). The purpose of this designation is to redevelop and improve the neighborhood in areas such as Economic Development, Infrastructure, Safety, Public Space, Historic and Cultural Preservation, and Strategic Community



Partnerships. Today, these four census tracts are home to nearly 15,000 residents. The West End will be in census tract 43 adjacent to the West River development, which includes over 2,000 mixed-use and mixed-income units developed by Tampa Housing Authority (THA) and partners. Census tract 43, has a median age of 17.8, median income of \$8,871, and a poverty rate of 74.2%. Please see figure 1 for a breakdown of median income by census block group.

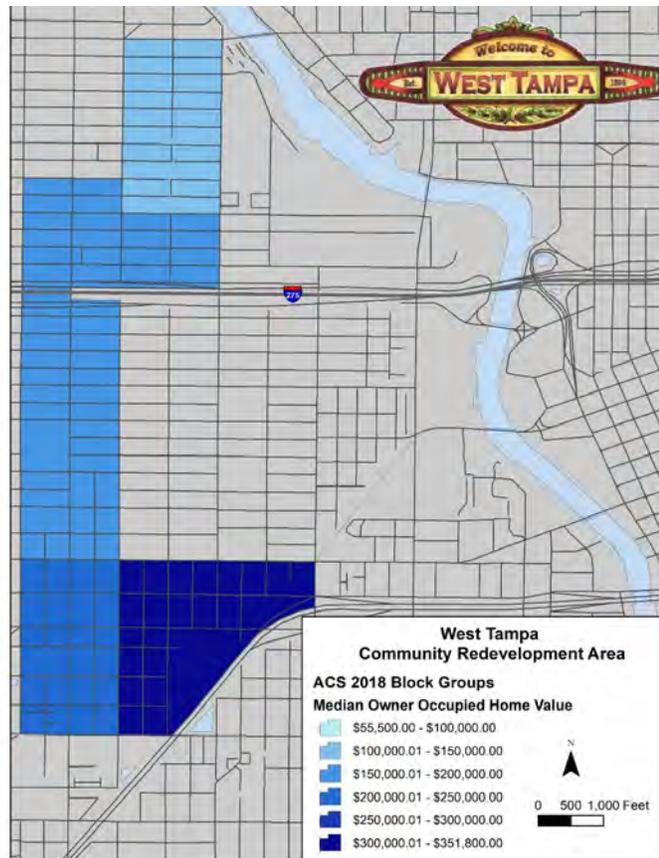
Figure 1:



Between all four census tracts in the CRA, 50% to 62% of renters are cost burdened. The homeownership rates are 2.1%, 43%, 25.5%, and 15.1% for census tracts 43, 44, 49, and 50, respectively. Whereas home values near the development site are very low, they become increasingly more expensive towards SoHo and Hyde Park. No information was available through the Census data on census tracks 43 and 50, see figure 2.

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Figure 2:



Housing stock that is affordable is often older and in need of moderate to extensive repair. Newer housing stock is increasingly unaffordable, especially for natives to West Tampa. For these reasons, The InVictus Team believes in the necessity for a mixed-use and mixed-income development which will increase interest and investment in the community, while also providing locals with fresh and affordable options both for rent and purchase.

Notable West Tampa Residents

Below is a list of notable West Tampa figures Lauren O'Neill identified for possible inclusion during the process of creating the historical and cultural elements of The West End development.

Hugh Macfarlane – A Scottish immigrant, he was one of the first settlers of Tampa. He was the founder of West Tampa and was instrumental in bringing the cigar industry to the area by donating his own land and buildings for the factories. He, along with others, built the first bridge across the Hillsborough River, originally known as the Fortune Street Bridge and now known as Fortune Taylor Bridge. He founded one of the oldest law firms in Tampa and was also City Attorney from 1887-1890.

Robert "Bob" Martinez – First person of Spanish descent to be elected Governor of Florida. He was Florida's 40th governor and held office from 1987-1991. Prior to his election as governor he served as the Mayor of Tampa from 1979-1986.

George Guida "Mr. West Tampa" – Owner of the iconic Guida home goods and appliance store, builder of many West Tampa homes and public service buildings, and beloved philanthropist, his historical marker stands at the end of George Guida Memorial Drive in Macfarlane Park.

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Rick Casares, a Tampa native who excelled at athletics at Jefferson High School, received an athletic scholarship and played fullback at the University of Florida in the 1950s. He then was picked in the 1954 draft to play for the Chicago Bears, and joined the team after completing military obligations.

Clara Frye, a nurse in Tampa, opened a hospital out of her home to treat African American patients in the early 1900s. She later established the Clara Frye Hospital in West Tampa located at what is now the site of Howard W. Blake High School.

Rosa Valdez – Moved by the plight of immigrant children arriving in her hometown of Tampa in the late 19th century who were banned from public schools, she used her own funds with help from benefactors, to establish a small school for children in West Tampa. The Rosa Valdez Early Childhood Learning Center named in her honor today is operated by Cornerstone Ministries in the heart of Old West Tampa.

Salesian Sisters of St. Joseph's Church and School – Cared for the children of immigrants working in the West Tampa cigar factories and provided an excellent education to them. Many of their former students went on to become community leaders and outstanding citizens.

George Edgecomb became Hillsborough County's first African American judge at the young age of 31. He died nearly three years later in 1976. The downtown Hillsborough County Courthouse is now named after Mr. Edgecomb.

Robert W. Saunders, Sr., a civil rights activist, served as the NAACP Florida Field Director and US Office of Equal Opportunity's Chief of Civil Rights for the southeast region of the US. His wife, Helen, was the second woman to serve as president of the local NAACP and served as one of the first female executives for Central Life Insurance Company of Florida.

West Tampa native, **Lou Piniella**, went on to be a professional baseball player and manager for such teams as the New York Yankees, Cincinnati Reds, Seattle Mariners, Tampa Bay Devil Rays, and the Chicago Cubs.

Emiliano Jose and Juanita Salcines immigrated to Tampa from Spain in the early 1900s and opened the West Tampa Department store on the corner of Howard and Main Street. This is now the location of Salcines Park, named in honor of Mr. and Mrs. Salcines.

Carl "Red" Guggino was a lightweight boxer from West Tampa and learned to box at the West Tampa Boys Club. Boxing was a popular sport in both West Tampa and Ybor City; many Florida Boxing Hall of Famers could call the area home.

E.J. Salcines, son of the park's namesake, was born and raised in West Tampa. Salcines served as a state attorney and appellate judge and is also a local historian.

Mary Castellano Alvarez – A lifelong accountant and active in civic affairs, she went on to serve on Tampa City Council for two terms.

Alton White was instrumental in the civil rights movement in Tampa. Mr. White's impressive career included Hillsborough County teacher, Federal Model Cities Program coordinator to bring federal funds to Tampa residents, and the Executive Director of the Tampa Housing Authority. Mr. White was also the first African American to run for Mayor of Tampa.

Leon Claxton led one of America's most successful traveling shows, Harlem in Havana, which ran from the 1930s through the 1960s. The shows launched the start of many careers, broke carnival records and significantly influenced the Black and Latin entertainment industry during the Jim Crow era. Harlem in Havana had its winter headquarters in West Tampa.

Jetie B. Wilds, Jr., a public servant who had a 30-year career with the U.S. Department of Agriculture, was also a community activist, columnist for La Gaceta, and hosted a community radio show on WTMP-AM. His father, Jetie B. Wilds, Sr., was a strong role model for all 12 of his children, as he was a community activist, humanitarian, and human rights activist.

Blas O'Halloran was co-owner of O'Halloran Cigar Company, a place of significance for the start of the Cuban War of Independence. A cigar containing instructions to start the revolution was rolled at the O'Halloran Cigar Company and delivered to Havana in 1895.

PRELIMINARY DEVELOPMENT CONCEPT

Incorporating the History

The historical context afforded by Lauren O'Neill's research will serve to inform many aspects of the development from its architecture to the programming of specific areas of the site to event space for performances that will take place indoors and outdoors. The intent is to imbue The West End with sights and sounds that will evoke a West Tampa feel.

The name being used as a placeholder for the proposed development was offered by Ersula Odom as a reference to the rich musical history of West Tampa and its current performing arts scene. West Tampa's Blake High School is our "off Broadway" who talented students as well as the offerings of local treasures such as PowerStories Theater will be sought out for participation in coffee house light live performances, theater in the park experiences, and more.

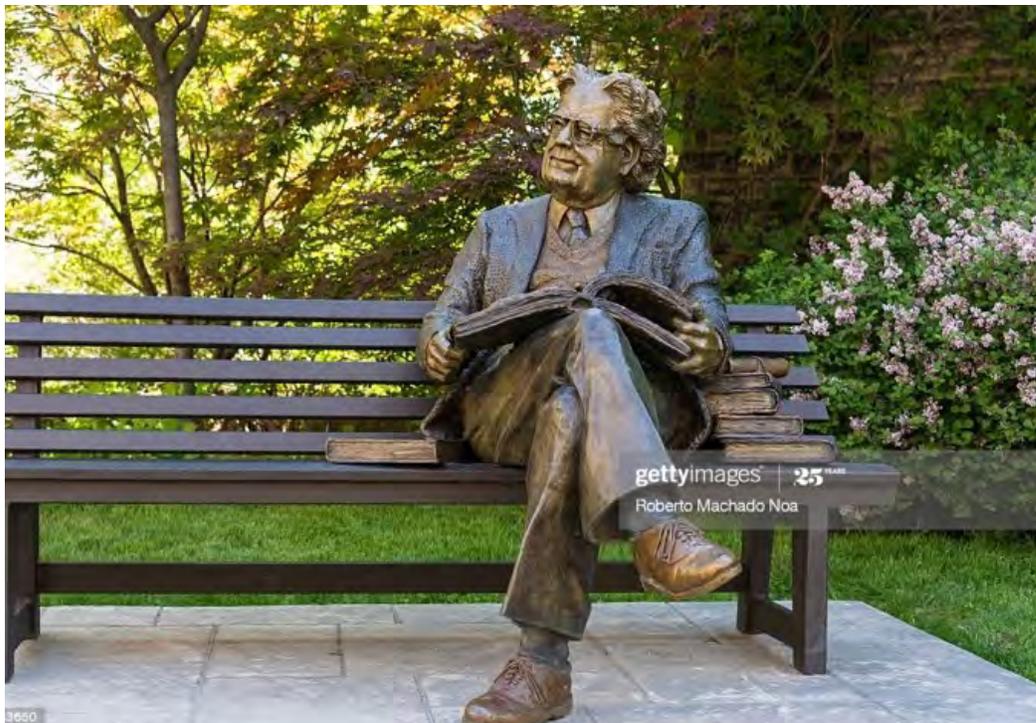
In addition to the performing arts, physical installations will be incorporated in strategic areas of the development to pay tribute to historical and cultural figures of West Tampa and educate the public about their contributions. These installations could include:

Legal Walls depicting

- The evolution of Baseball in Tampa (West Tampa- Belmont Heights- Ybor and Babe Ruth)
- The History of Gasparilla and the Hillsborough River's Floating Commerce (Maritime history)
- West Tampa's Heritage Schools: Blake, Dunbar, Just, Steward, etc.
- West Tampa History – The MacFarland's Role
- West Tampa History – Madame Fortune Taylor and the Cigar Industry
- West Tampa Legendary Leaders
- The Great Migration (Central Avenue Businesses to Main Street and 22nd Street)

Free-standing historical monuments and narrative benches incorporating statues

- West Tampa Women Trailblazers
- West Tampa Baseball Stars
- West Tampa Founders
- West Tampa Schools
- West Tampa Trailblazers
- The Sunken Cargo Ship



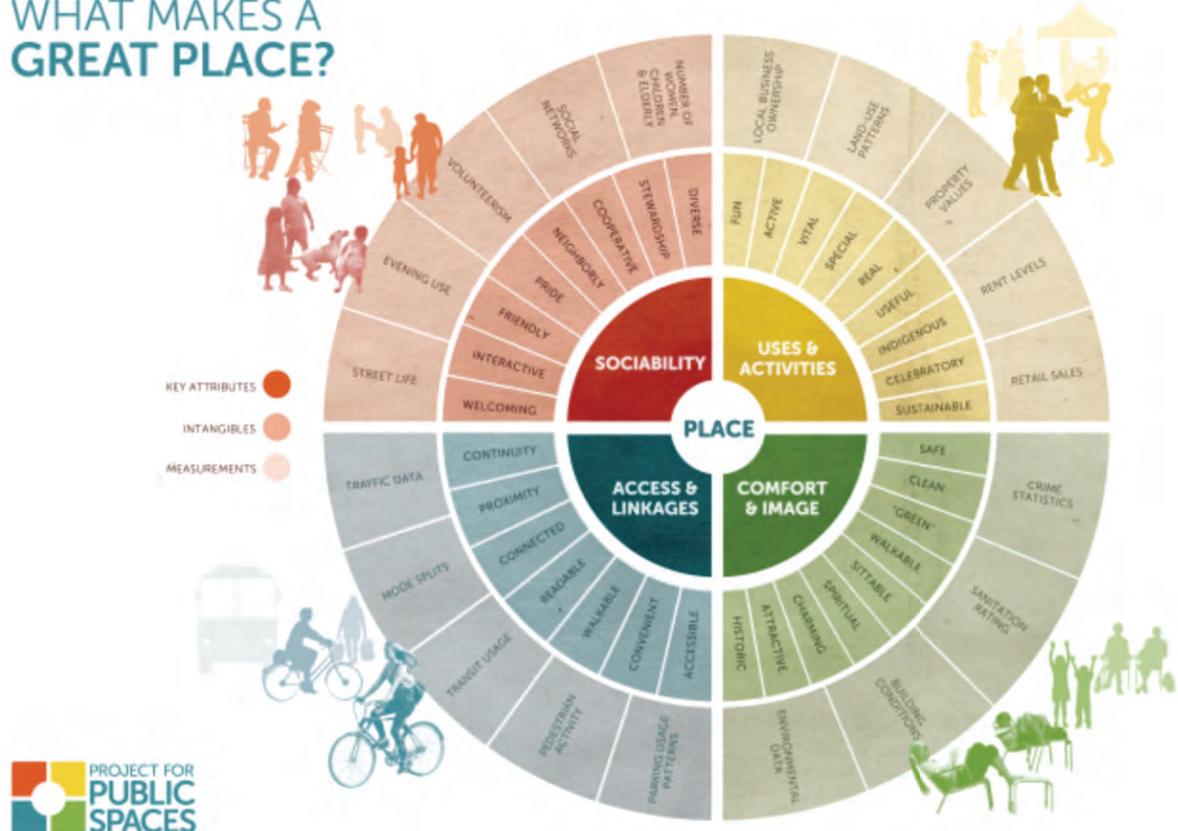


Placemaking

The InVictus Team has a significant opportunity to incorporate placemaking components into the Rome Yard project to activate the pedestrian experience for people passing by the development by way of the Riverwalk, people visiting the development as a point of destination, and people that choose to live and work there. Placemaking is defined as the elements that give a project the “there there” and provide a unique brand and identity that people can experience. Several unique placemaking examples are being sourced in the conceptual and planning stages of this project to inform potential opportunities at the subject property. Some of the key concepts that are being contemplated for the Rome Yard project are:

- Creating Pedestrian Scale Spaces Outdoors - These could include creating intimate spaces and places with overhead “edges” that could include café lighting strung over walkways, brightly colored umbrellas placed on wires overhead, sunsails, and sculptures that provide shade. Each of these elements provides a “roof” over outdoor spaces to create outdoor spaces that feel like a living space outdoors that have an intentional space designation. These areas that provide “human scale” have been successfully delivered in several mixed-use projects across the country and are places that people gravitate to and seek opportunities to spend time in.
- Engaging Local Artists for Sculptures and “Hidden” Elements – In Atlanta, Georgia, several miles of unused rail were assembled to create The Beltline. Along the Beltline, there are both fixed and temporary art exhibits as well as “fairy doors”. The fairy doors are small doors that are often somewhat hidden, providing an easter egg hunt while traveling down The Beltline. When people spot the doors, they take their pictures with them and tag them on social media, creating additional exposure for the fairy doors and the places they were discovered. There is certainly an opportunity to engage with the local arts community and think through “hidden” items

WHAT MAKES A GREAT PLACE?



that are unique to West Tampa's culture and history that could be spotted by people traveling to and through Rome Yard. Having points of small and large points of interest like this throughout the project will contribute to creating a greater sense of place and identity for the development.

- Planning for Activation of Outdoor Spaces – While brick and mortar retail may not be a leading use, we think there is a significant opportunity to provide “pop-up” food and retail experiences at Rome Yard on the trail and throughout the project. In addition, entertainment, such as local musicians are a fantastic partnering use with food and beverage. Consideration is being given to electrical support and the layout of where vendors, retailers, and entertainers could locate on the trail and throughout the project. Activating the space at and around Rome Yard will provide a point of destination for people traveling on the River Walk and people in the Tampa area seeking an outdoor experience. By providing this point of destination, the overall area will benefit in the upside of people traveling to and having exposure to West Tampa. A strong example of an outdoor “pop up” food and entertainment experience is Boxi Park, in the community of Lake Nona, in Orlando, Florida. Boxi Park is a small park with shipping containers used as food and beverage establishments, a performance stage, an outdoor park, and The Beacon, a large sculpture onto which everchanging art images are projected. The park serves as an amenity for residents living in the adjoining neighborhood and has become a point of destination for people throughout the Orlando Metro area seeking a unique outdoor entertainment and dining experience.
- The following is raw, quick input for your consideration: Flexible and Pop-up placemaking that inspires pride in community, is fun, and fosters a sense of belonging. For instance, an annual lantern parade from West End across Fortune Bridge, that could honor Madame Fortune Taylor, and Play installations created by Tampa's award winning Urban Conga.
- Other Possible installations:
 - The evolution of Baseball in Tampa (West Tampa- Belmont Heights- Ybor and Babe Ruth)
 - The History of Gasparilla and the Hillsborough River's Floating Commerce (Maritime history)
 - West Tampa's Heritage Schools: Blake, Dunbar, Just, Steward, etc.
 - West Tampa History – The MacFarland's Role
 - West Tampa History – Madame Fortune Taylor and the Cigar Industry
 - West Tampa Legendary Leaders
 - The Great Migration (Central Avenue Businesses to Main Street and 22nd Street)

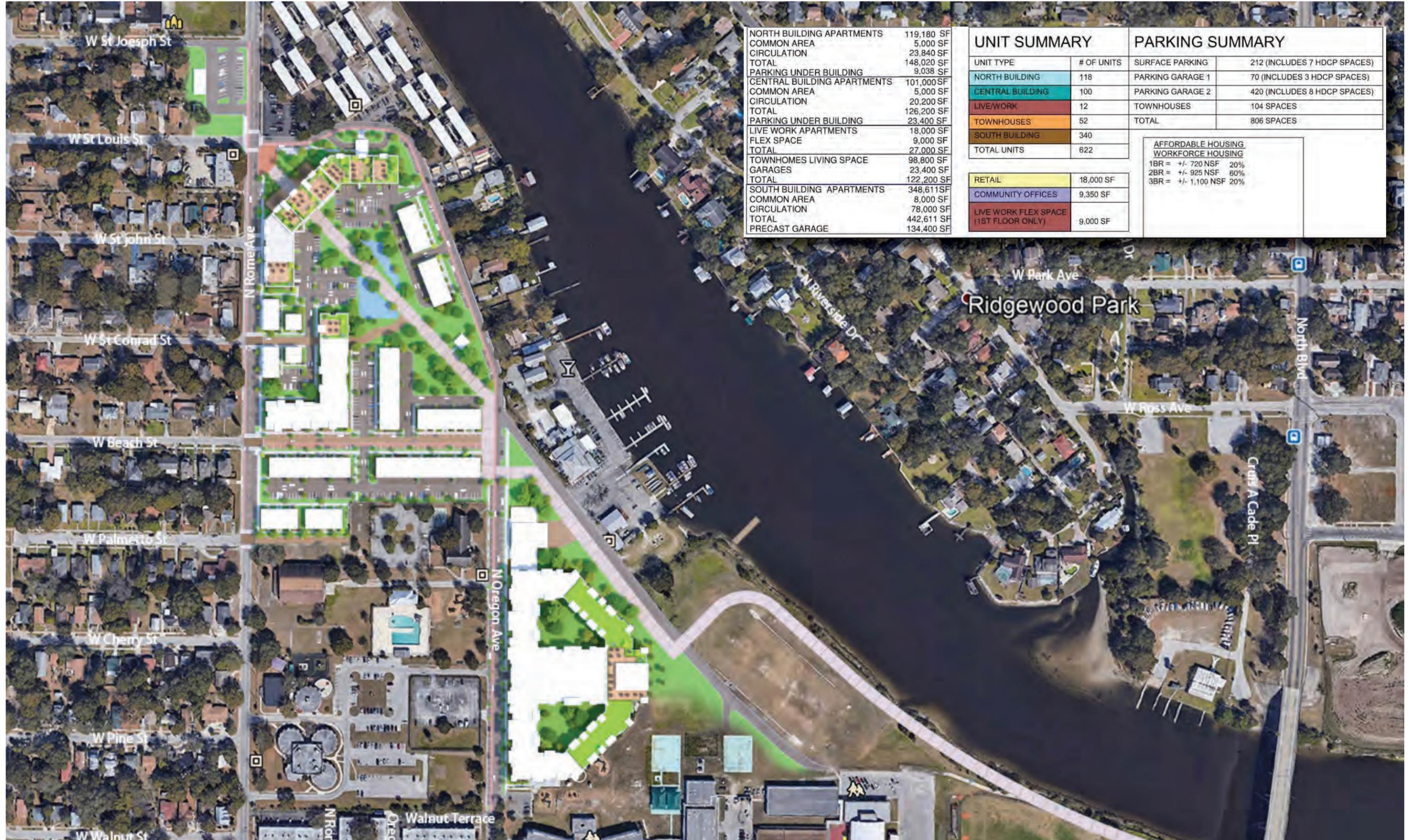
At the heart of The InVictus Teams plans for Rome Yard is making it a compelling place for people to live, work, and play. The principles created by The Project for Public Places, shown in the image below, are strong guideposts for the placemaking conversations and planning taking place to create a development that not only benefits people that chose to live and work at Rome Yard, but the greater West Tampa area.



What follows are pictorial and graphic illustrations of the core elements of our preliminary development concept.

PRELIMINARY DEVELOPMENT CONCEPT - WEST END PRELIMINARY SITE PLAN

b. Include preliminary development concepts for the site.



NORTH BUILDING APARTMENTS	119,180 SF
COMMON AREA	5,000 SF
CIRCULATION	23,840 SF
TOTAL	148,020 SF
PARKING UNDER BUILDING	9,038 SF
CENTRAL BUILDING APARTMENTS	101,000 SF
COMMON AREA	5,000 SF
CIRCULATION	20,200 SF
TOTAL	126,200 SF
PARKING UNDER BUILDING	23,400 SF
LIVE WORK APARTMENTS	18,000 SF
FLEX SPACE	9,000 SF
TOTAL	27,000 SF
TOWNHOMES LIVING SPACE	98,800 SF
GARAGES	23,400 SF
TOTAL	122,200 SF
SOUTH BUILDING APARTMENTS	348,611 SF
COMMON AREA	8,000 SF
CIRCULATION	78,000 SF
TOTAL	442,611 SF
PRECAST GARAGE	134,400 SF

UNIT SUMMARY	
UNIT TYPE	# OF UNITS
NORTH BUILDING	118
CENTRAL BUILDING	100
LIVE/WORK	12
TOWNHOUSES	52
SOUTH BUILDING	340
TOTAL UNITS	622
RETAIL	18,000 SF
COMMUNITY OFFICES	9,350 SF
LIVE WORK FLEX SPACE (1ST FLOOR ONLY)	9,000 SF

PARKING SUMMARY	
SURFACE PARKING	212 (INCLUDES 7 HDCP SPACES)
PARKING GARAGE 1	70 (INCLUDES 3 HDCP SPACES)
PARKING GARAGE 2	420 (INCLUDES 8 HDCP SPACES)
TOWNHOUSES	104 SPACES
TOTAL	806 SPACES

AFFORDABLE HOUSING WORKFORCE HOUSING	
1BR = +/- 720 NSF	20%
2BR = +/- 925 NSF	60%
3BR = +/- 1,100 NSF	20%

WEST END PRELIMINARY STREETSCAPES

LIVE-WORK BUILDINGS ALONG ROME AVENUE



View of Live-Work Buildings along Rome Ave. Live-work buildings along Rome Avenue allow for a gradual transition of intensities from existing residences to the west of the site and also will help reactivate Rome Avenue, a historic Main Street of West Tampa.

TOWNHOMES ALONG OREGON & ROME AVENUES



View of Townhomes. Townhomes along Rome Avenue and Oregon Avenue allow for a gradual transition of intensities from existing residences along the River to the east of the site, as well as the West Tampa Neighborhood Services Center south of the project site.

WEST END PRELIMINARY STREETSCAPES

MULTI-FAMILY BUILDING - SOUTH PARCEL



View of the Multifamily Building.

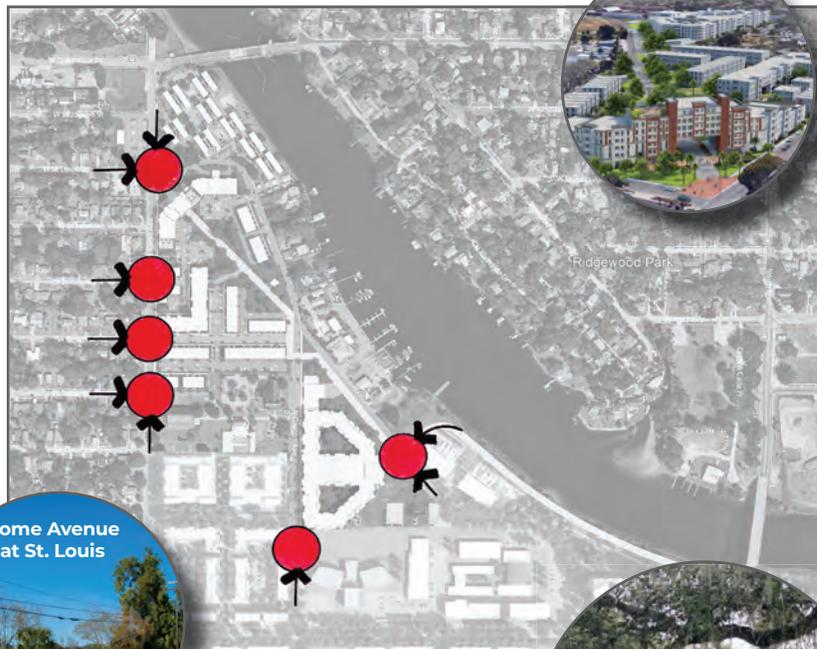
NORTH MULTI-FAMILY BUILDING



View of North Multi-Family Building.

PRELIMINARY DEVELOPMENT CONCEPT

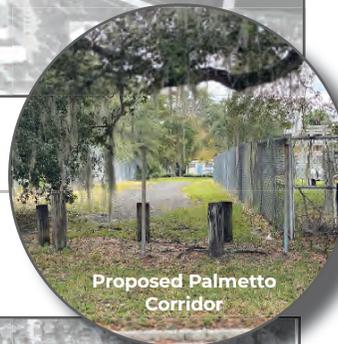
GATEWAY OPPORTUNITIES



Strategic gateway opportunities are integrated into the preliminary West End Development Plan to allow for the creation of spaces that are characterized by a sense of arrival for both pedestrians and vehicles. These gateway opportunities are interspersed throughout the development concept to **allow for connection to the existing West Tampa neighborhood, placemaking opportunities, trail oriented development and connection to the Hillsborough River and future Riverwalk.**

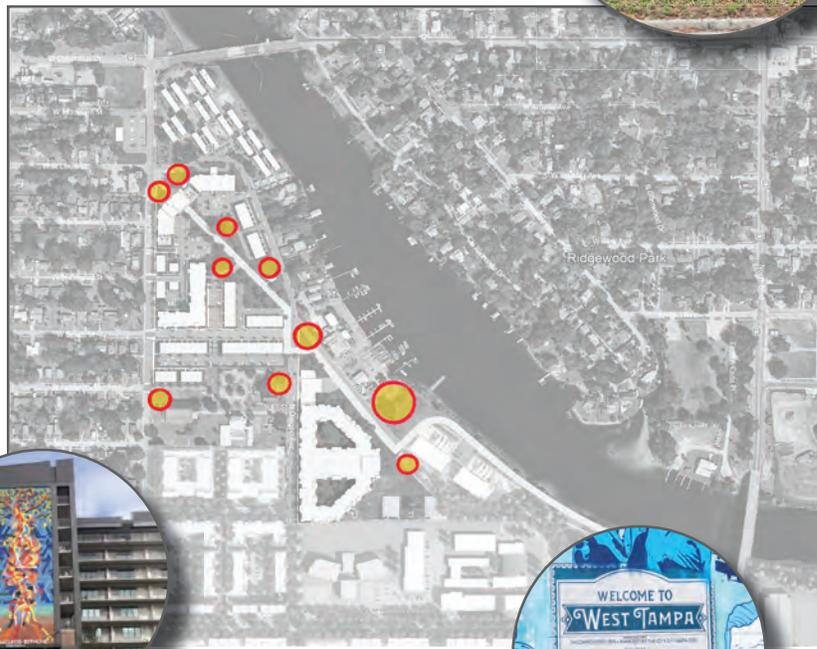


Rome Avenue at St. Louis



Proposed Palmetto Corridor

PLACEMAKING



In combination with the proposed development's Gateways, Placemaking is the opportunity to leverage equity and community engagement for programming and space management at a variety of scales: intimate gatherings and community events. The proposed West End development concept allows for the creation of opportunities that leverage West Tampa's rich history and wealth of culture to create spaces people connect to and remember.



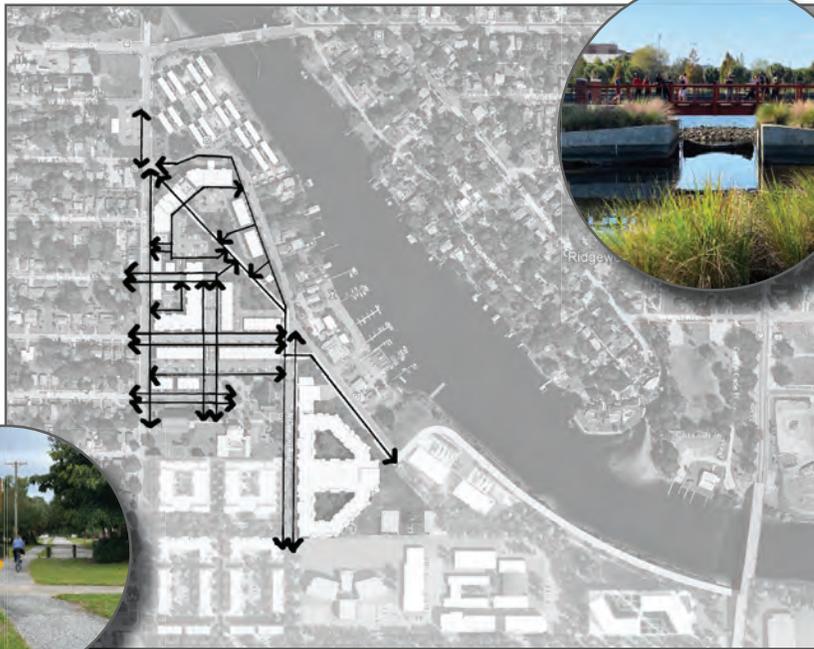
- **Partnering with Local Artists & Businesses**
- **Preserving West Tampa's History**
- **Engaging with the Community**

PRELIMINARY DEVELOPMENT CONCEPT

PEDESTRIAN CIRCULATION

The preliminary West End Development Concept prioritizes walkability and pedestrian connectivity to promote the overall accessibility of the development. A complete streets approach is prioritized throughout the development concept to accommodate pedestrian circulation as well as other mobility options. Wider sidewalks, tree canopies, and various streetscape furnishings such as benches all lend to creating a pedestrian oriented environment.

- **Complete Streets**
- **Pedestrian Oriented Design Features such as Street Trees, Furnishings and Lighting**
- **Integration with Proposed Riverwalk Extension**



OPEN SPACE

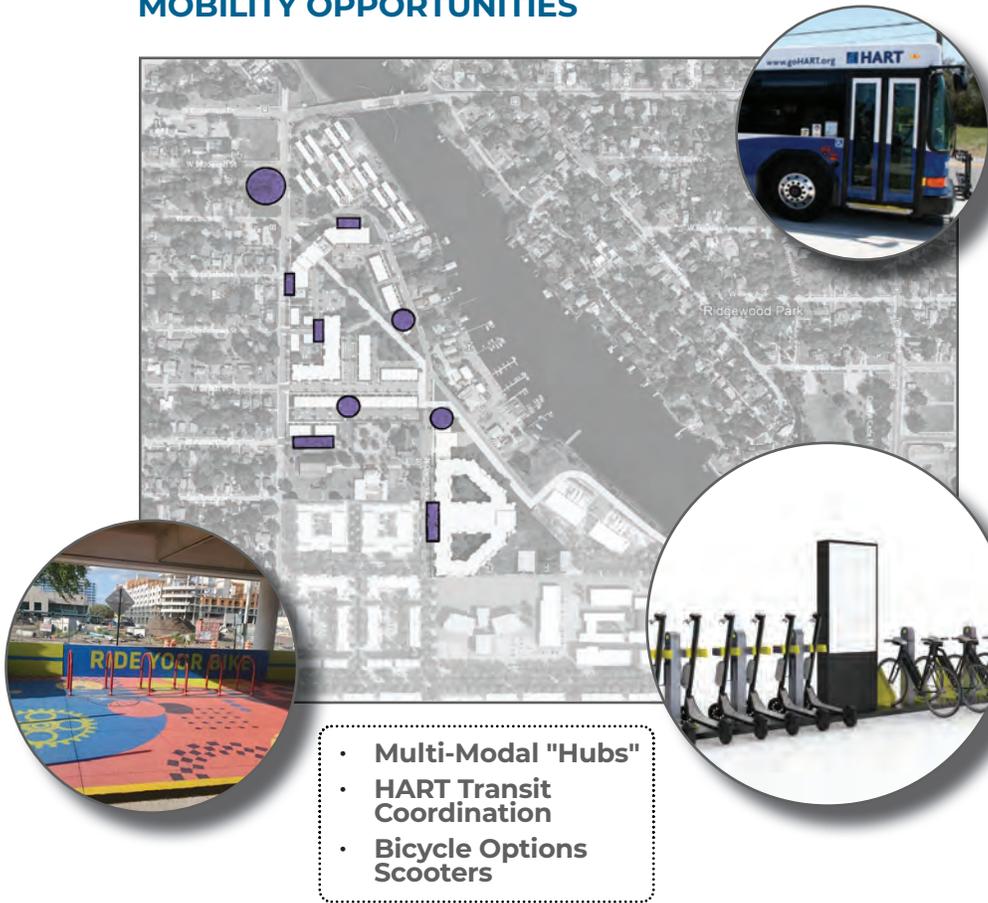
The preliminary development concept prioritizes the equitable distribution of public open space to improve the West Tampa neighborhood's accessibility to the waterfront. The abundance of public open space allows for the hosting of recreational and passive activities through casual and programmed activities. Open Space as depicted on the preliminary development concept will integrate public art, historical markers, shade features, and green infrastructure to provide for placemaking opportunities.

- **Parks**
- **Plazas**
- **Recreational Spaces**
- **Integration of Art & History**
- **Natural Features & Green Infrastructure**
- **Pet Amenities**



PRELIMINARY DEVELOPMENT CONCEPT

MOBILITY OPPORTUNITIES



- Multi-Modal "Hubs"
- HART Transit Coordination
- Bicycle Options
Scooters

One of the founding principles of the preliminary West End Development Concept was the providing for access to a variety of mobility options to enhance connectivity throughout the proposed development as well as the larger bay area.

The preliminary development concept proposes a multi-modal "hub" at the southeast corner of Rome Avenue and Columbus Drive in partnership with the Annoited Word Church that currently owns the property. This "hub" would serve as a center for mobility options to employment centers like Westshore and Downtown, Education Centers like Hillsborough Community College and the University of South Florida, and other smaller multi-modal "hubs" internal and external to the proposed development.

COMMERCIAL DEVELOPMENT



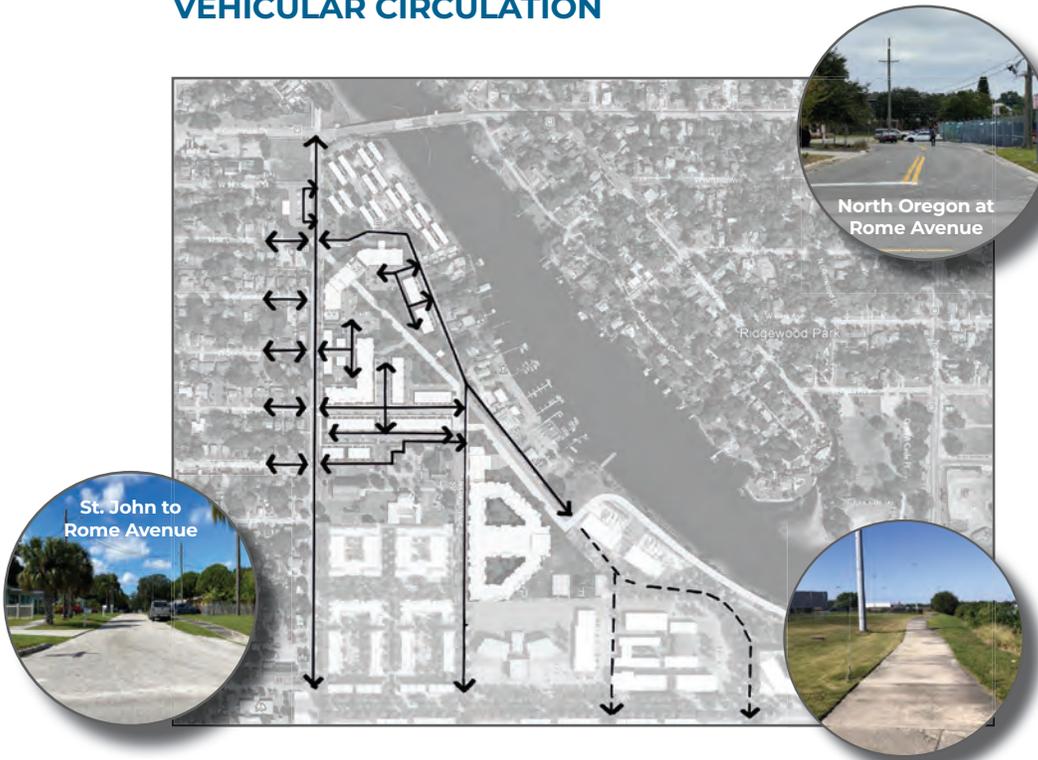
The preliminary West End development concept prioritizes the placement of commercial opportunities in conjunction with identified gateway features, mobility options, and critical thoroughfares such as Rome Avenue and Oregon Avenue to promote the development of local businesses and entrepreneurs.

Commercial development opportunities include development of a West Tampa Cultural Center, a workforce training center, integration with the existign West Tampa Neighborhood Services Facilities to the south of the project site.

- Retail Opportunities
- Local Shops/Cafes
- Office / Workforce Training

PRELIMINARY DEVELOPMENT CONCEPT

VEHICULAR CIRCULATION



The preliminary development concept improves Rome Avenue and Oregon Avenue, major north-south thoroughfares to enhance site access and connectivity to existing neighborhoods to the south as well as the Tampa Housing Authority's West River Redevelopment. Additionally, Beach Street and Palmetto Street are proposed to be extended eastward, across Rome Avenue to integrate the site into the existing urban fabric of West Tampa and to restore connectivity of the street grid.

- **Access**
- **Drives**
- **Streets**
- **Services**

PARKING



Parking is distributed across the preliminary development concept to serve future resident and tenant demands. Both structured parking facilities and surface parking lots are proposed throughout the West End concept to meet a variety of needs. Strategically-located structured parking garages allow for a greater allocation of lands towards placemaking and open space efforts while limited surface lots allow for convenience parking for customers of future retail tenants and residents and visitors from the surrounding neighborhood.

- **Surface Lots**
- **Garages**

PRELIMINARY DEVELOPMENT CONCEPT

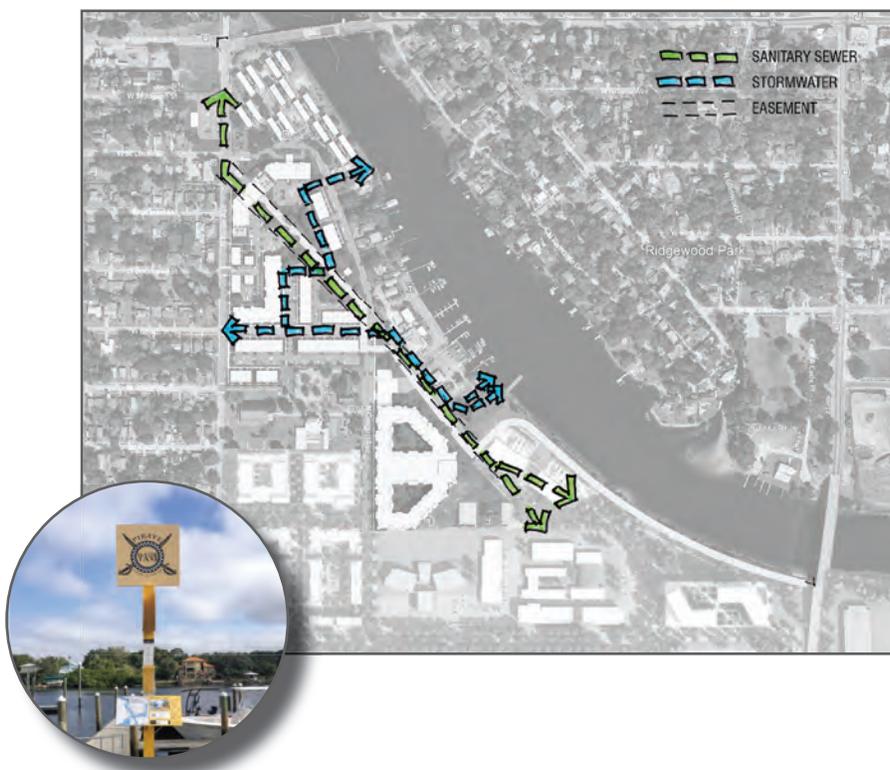
VIEW CORRIDORS



Visual opportunities designed into the development to maximize the site location and slightly perched elevation as well as architectural positioning of rooftop amenities, decks and balconies to capture views of the River, Urban Skyline, neighborhood, recreation as well as street views penetrating the site.

- **External: Off-Site Skyline/Urban Views**
Riverfront Views
Neighborhood Views
- **Internal: Focal Points**
Activities/Recreation
Art/Historical Markers
Landscape/Natural Settings

UTILITIES/INFRASTRUCTURE

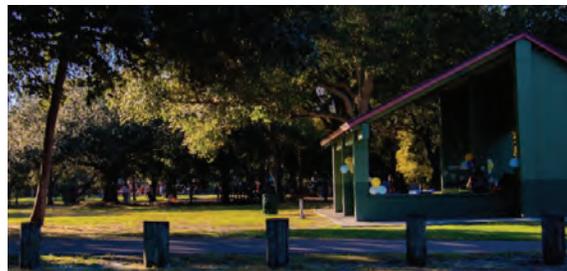
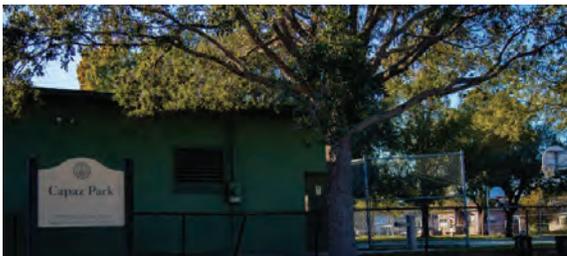


The existing sanitary sewer lines are planned to remain in place, rehabbed and protected, as the development proposes to provide a dedicated +/- 50-60' easement/ROW. The proposed Riverwalk would be off set from the lines allowing continued access and maintenance. The stormwater line is proposed to be modified in the north segment for needed development drainage, and southern development will be relocated within the proposed Beach Street extension and Willow Avenue with a new southern outfall in a bio-swale eco system to the Hillsborough River.

- **Sanitary Sewer**
- **Stormwater**
- **Easements/ROW**

PRELIMINARY DEVELOPMENT CONCEPT

PARKS, RECREATION AND OPEN SPACES



PRELIMINARY DEVELOPMENT CONCEPT

NEIGHBORHOOD CHARACTER



PRELIMINARY DEVELOPMENT CONCEPT

LANDMARKS



PRELIMINARY DEVELOPMENT CONCEPT

GATEWAY OPPORTUNITIES

Neighborhood to the Site

Rome at St. Louis



N. Oregon at Rome



Rome at Cherry



Palmetto at Rome



Proposed Palmetto Corridor



St. Conrad at Rome



The Site to Neighborhood

St. Louis at Rome



St. John at Rome



St. Conrad at Rome



Beach at Rome

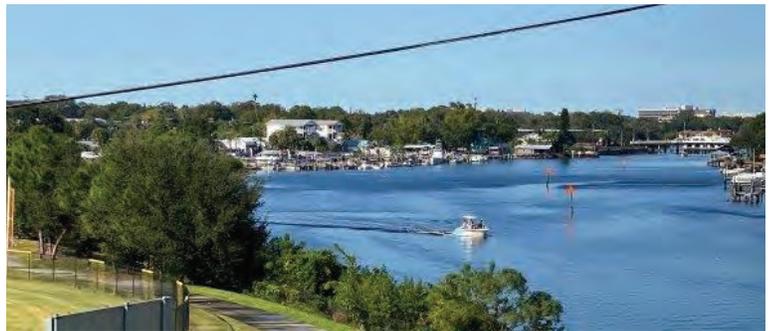


Palmetto at Rome



PRELIMINARY DEVELOPMENT CONCEPT

ART, HISTORY AND PLACE



PRELIMINARY DEVELOPMENT CONCEPT

DETAILS, TEXTURE AND CONTEXT



PRELIMINARY DEVELOPMENT CONCEPT

c. Describe sustainable construction practices that you will/do follow.

Sustainable Development Methods and Strategy

The EPA's definition of sustainable construction is "the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction."

The InVictus Team has extensive experience developing large-scale projects many of which have achieved green certifications. As indicated elsewhere in this response, The InVictus Team has worked extensively to develop some dynamic yet difficult projects. With the aid of team members, a local master planning and civil engineering firm (Stantec), Tampa Bay Area architectural firms (Bessolo and Sylla), a group of contractors with experience in building housing and commercial all over Florida (Walker, LEMA, and Fresh Start Contractors), a goal of the development is to create and follow a sustainable and energy efficient building designs and construction methods. These practices will serve to the long-term benefits of those both living and visiting this community now and in the future.

DEVELOPMENT STRATEGY

The most basic tenet of the InVictus Team plan is the following of the guidelines to achieve LEED or NGBS silver designations on all the large apartment buildings. These energy efficiency standards will be followed in all other development buildings to create a comprehensive sustainable plan. When combining these certification standards with modern Florida Building Codes, a high level of building efficiency can be obtained in aspects of both Green, Flood, and Hurricane standards.

With this site being so close to the Hillsborough River and Tampa bay, considerations for Flood and Hurricane standards must be paramount in the building design.

Some of the most basic building materials used to accommodate these issues will be concrete construction, impact rated windows, elevated construction methods based on flood plains, and secured exterior elements to withstand the extreme conditions.

Sustainability is also environmentally sensitive. Besides the energy efficient building methods employed by the Green certification standards, there will be other practices followed to improve the sustainability of the construction process and then the continued practice of sustainability when the development is completed.

Examples of Construction Related Practices that will be used:

1. Prefabricating Materials in Controlled Environments

Constructing as much of a structure in a controlled environment as possible which improves the quality of buildings and results in less trash. Being able to cut materials precisely decreases waste and creates buildings that are strong enough to allow contractors to use wood framing as high as five stories. Hollow core plank is an example of a concrete product created off site. Prefabricated parking structures will also be used by creating the tilt wall materials off site.

2. Construction Waste Management

Using multiple trash bins for different types of waste allows haulers and waste management companies to be much more efficient in the utilization of waste. Some materials are recyclable on site — in particular, concrete that can be crushed and used for foundations or as aggregate beneath parking lots.

3. Managing the Site for Improved Environment

Stormwater pollution prevention, worker safety such as no smoking on the site or when workers enter a building, they travel over "walk-off mats" that remove dirt, lead and other potentially dangerous chemicals from their shoes. Contractors also bring recycling containers for food to decrease organic waste.

PRELIMINARY DEVELOPMENT CONCEPT

4. Lean Manufacturing to Reduce Energy

The materials will be delivered “just in time” to avoid having rebar and other materials sitting outside well before installation. Contractors will also be encouraged to use energy efficient tools where appropriate.

5. Material Selection

Architects and clients seeking LEED can achieve many points by selecting materials manufactured from recycled products and from local sources. The materials can be anything, from renewable products such as bamboo for floors, to wood from approved vendors.

6. Prioritize suppliers who source locally

The process reduces transportation costs so we will consider transportation costs when choosing suppliers. Choose suppliers who use materials that are widely available, like concrete. Focus on materials that cost little to transport,

7. Using Florida Friendly Landscaping

Trees, plants, and gardens will be used to improve air quality in and around the development. Florida Friendly planting also minimizes the need for additional irrigation.

8. Water will be reused during construction or the contractors will have a water conservation strategy

9. Contractors will educate their staffs on sustainable practices.

10. Contractors will use LED lighting for all jobsite lighting

11. The construction trailer will have a programmable thermostat

12. Bike parking space for residents and workers will be designed by experts.

13. Establish location(s) for Transportation Information Displays

Long Term Sustainability

1. Tenant education plans to instruct tenants on energy efficient living methods
2. Encouragement of recycling through ample use of recycling opportunities
3. Using on site gardens to encourage personal growth of vegetables
4. Encourage physical activity and healthy lifestyles by making them easily available for all different ages and situations
5. Assist in financial and other counseling to aid job opportunities or maintaining a solid foundation
6. Giving children and teens outlets for learning and interacting in a safe and positive way
7. Educate property management and Property Transportation Coordinator to support and encourage use of low energy mobility options

PRELIMINARY DEVELOPMENT CONCEPT

d. Describe your marketing plan.

TOWNHOME MARKETING PLAN

Marketing Goals and Objectives

The goal construction and sale of 52 townhomes in a 12-month period. A Marketing/Sales Director will be retained carry out the Marketing Plan. The Plan is to build an interest list and screen that interest list into prospects, then screen the prospects into qualified potential buyers, then convert to buyers. The process begins with the creation of the collateral material. Second, is the location of a Sales office until a model and office is located on site. A local realtor marketing firm will be hired to sell these units.

The following activity will take place to in the process:

- Open local Sales Office
- Create collateral material using Sulzer
- Develop Social media Campaign - Sulzer
- Build Models
- Exhibit at selected events
- Distribute and present collateral material to selected audience
- Create relationship and provide collateral material to mortgage lenders
- Build relations and strategic alliances with selected organizations,

The collateral material that will be created includes but is not limited to:

- Sales Literature and Folder
- Virtual Video of completed project
- Virtual video of each floor plan
- Floor Plan App
- Advertising material
- Website

Advertising and promotions may take place:

- Social Media
- At events
- On billboards

PRELIMINARY DEVELOPMENT CONCEPT

THE RETAIL/OFFICE SPACE AND LIVE-IN WORK UNITS MARKETING PLAN

Marketing Goals and Objectives

Leasing of Commercial Space in The West End will be marketed by George Trujillo, Jr. of George Trujillo Inc. who brings over 20 years of Retail and Office marketing experience. GTI will draw on its years of experience in the Tampa market and strong ties to the West Tampa community to identify local businesses whose presence will provide residents of The West End with specifically targeted amenities and services. The West End will provide a unique opportunity for residents to live and operate their businesses in the same community for those who choose to do so – with living quarters directly above their first-floor retail/office space. All targeted tenants for both types of Commercial Space will be businesses that can take advantage of the wide array of foot, scooter, and bicycle traffic brought to the community through the Riverwalk extension and by the neighboring community that will be attracted to the development as a destination. These will include an eclectic blend of specialty retail stores, and restaurants, as well as local cultural experiences, and diverse recreational options.

The purpose of the marketing plan is to identify primarily local, but also regional tenants, that will benefit by the uniqueness that this opportunity offers and that will provide a benefit to the community itself and the surrounding area.

Marketing of the commercial space will include:

1. Reaching out to the community and community organizations that can help identify Tenants that can best take advantage of this opportunity.
2. Use local, regional, and national commercial internet marketing platforms, mainly CoStar and LoopNet to introduce the public and potential tenant to the community.
3. Strategically placing marketing signs though the community and on main walking and driving thoroughfares.
4. Communicate with local, regional, and national commercial real estate professionals highlighting the uniqueness of the space available and to solicit their help in identifying the right type of tenant for that space.

The objective of the Marketing Plan is to deliver qualified retail and office space prospects. To that end the effort will additionally include:

- The development of marketing material for distribution that best highlight the advantages of locating their business on the site
- Establish a Tenant referral and broker co-broke program
- Have a commercial presence in the residential sales office and sale trailer
- Develop a Social media Campaign
- Exhibit at selected events
- Build relations and strategic alliances with selected organizations,

The collateral material that will be created includes but is not limited to:

- Leasing Brochures, Flyers and Site Plans
- Virtual App for walking tour of lease space available
- Advertising material
- Website
- Commercial leases

PRELIMINARY DEVELOPMENT CONCEPT

PROJECT OVERVIEW The West End Development

The West End is part of an exciting master plan for the revitalization of the West River in Tampa, providing a new model for living on Tampa's waterfront. The physical plan is for a neighborhood which includes community amenities, access to parks and recreation facilities, retail and commercial centers that will be accessible to residents, and links the neighborhood to excellent educational centers. Working together, West River and West Tampa institutions, organizations, and businesses will serve as anchors in the community to help transform the neighborhood into a functioning, sustainable, mixed income community serving both children and adults. The West River plan has been developed with a particular focus on how to assist low and moderate income residents in the neighborhood while also appealing to workforce housing and market rate needs.

The principal elements of the people aspect of the plan includes the following:

- Programming of the enhanced community center and success center
- The provision of primary care services immediately within West River that will only charge for services based upon the ability to pay linked to one of the region's not-for-profit major hospital districts
- Coordinated link with the school board to provide head start and pre-kindergarten education within the neighborhood
- Preference for area school children to attend high performing schools at every level inside and beyond the neighborhood's boundaries;
- Weekly delivery of fresh produce within the neighborhood
- Links with major employers in the Westshore and Downtown to provide residents of the area first look at hiring

The West End is located in the West River neighborhood, which lies immediately west of downtown Tampa. It is located between two of the largest employment hubs, Downtown and Westshore. The revitalization plan is focused on building a strong and healthy, livable neighborhood in Tampa's Center City. It acknowledges the connection between housing, jobs, schools, retail, and other opportunities Tampa can offer to improve the life of its citizens. This community and the surrounding development will provide opportunities not currently available to the Tampa community. The availability and affordability of a community such as The West End Development with assets that are important to families, such as safety, good schools, walkable retail, health care and job opportunities is invaluable and necessary.

The West River Redevelopment plan has been in the Tampa news quite often for the past few years, so the development has already created quite a bit of publicity. JMG will build a marketing plan off the natural "buzz" that has already been created for the redevelopment project, targeting The West End and it's projected demographic very specifically. The combination of one, two and three bedroom apartments as well as townhouses will meet the needs of every family size. The onsite retail, live/work flex spaces and office space are also unique, and highly marketable.



PRELIMINARY DEVELOPMENT CONCEPT

MARKET FUNDAMENTALS Tampa: The West End Overview

The West End development site is located within the West submarket of Tampa, which currently consists of 21,407 units. Over the last 12 months, there have been no units delivered. The West Tampa submarket consistently has high levels of positive net absorption, with a current vacancy rate of 5.6% as compared to the overall market of 6.3%. West Tampa historically experiences strong multifamily demand, although the industries that have taken the brunt of coronavirus job losses contribute significantly to this demand. It is yet to be determined how this will impact future demand, though a relatively quick economic rebound should allow demand to return to more normal patterns in the near future. The Westshore office market creates many multifamily demand drivers, such as when Greenway Health recently announced an expansion of its headquarters. Additionally, the submarket has a prime geographical location, allowing access to employment opportunities throughout the metro. Major employers have been increasingly attracted to the area. Additionally, West Tampa has an abundance of specialty retail stores, department stores, and restaurants that create an upscale atmosphere, drawing in renters looking for a live/work/play environment. However, this historical strength is a potential weakness while shelter-in-place orders and social distancing practices are in place. Average asking rents in the West submarket are \$1,268, with an effective rent of \$1,258.

In the post Covid environment, Class A product overall is feeling more pain than Class B and C product. Class A is feeling the pinch in many markets with downward pressure on rents and increased concessions, and this is especially acute in markets delivering new construction. In particular, the Jacksonville and Tampa markets are outperforming Florida and the nation. Tampa has a diversified economy, and the occupancies are back up from the pre-Covid period. Rents are higher overall than before Covid, which is good news for the Tampa market.

As a large percentage of the submarket workforce falls within the lower to middle income salary range, there is a large unmet need in the Tampa metro for more affordable housing options. On one end of the spectrum, there is low income housing for renters who meet the very low income requirements. And then on the opposite end, there options are for renters that can afford the \$1,268 market average and higher on a monthly basis. The lack of housing falls in the “middle”.

The submarket is well positioned to absorb the 570 units being built by The West End, as it will be meeting a long overdue need in the Tampa rental market. The West End unit mix includes a perfect blend of units: 20% are affordable, 40% are workforce, and 40% are market rate. These units will not come online until late 2022, and with 60% of the units ranging from low to medium income (i.e. 50% - 140% AMI) we will be meeting the need in Tampa for more affordable housing. By late 2022, the market will be expected to be recovered from the impacts of Covid, positioning The West End Development to well to attract 184 market rate renters for the three apartment buildings and 12 additional market rate renters for the live-work townhome units.



PRELIMINARY DEVELOPMENT CONCEPT

MARKETING STRATEGY MARKETING FUNNEL

One of the first objectives in a marketing plan is to develop the personality and voice of the community through the brand. Throughout the prospect search life cycle, it is our objective to continually draw that guest through the marketing sales funnel by utilizing proven marketing strategies.

After we have piqued the interest of our target demographic in the ATTRACT stage, we keep them engaged and curious through the use of blog posts, remarketing and retargeting campaigns, and engaging social media interactions in the CONVERT stage. The primary KPI for these tactics would be the point at which the prospect wants to learn more about the community and enrolls in our email marketing campaign or contacts the leasing center. Through strategic drip email campaigns and follow-up, we continue to NURTURE leads, demonstrate social proof, and build trust until we convert those guests into applicants in the CLOSE stage.

We continue to build brand awareness by coupling offline marketing efforts to our ongoing digital plan. Through active participation and promotion of our intent to embed community into the neighborhood, we become less of a building and more of a community and potential lifestyle destination.

Throughout the resident life cycle, our strategic goal is to create a “third place” within the community so that they connect with not only their neighbors but with the community and the spaces within the buildings. By hosting a reliable and unique calendar of events, “residents” become “advocates” in the DELIGHT stage.



MARKETING STRATEGY

The West End

Brand Development



- Brand Identity (Logo, Brand Standards and Messaging)
- Collateral Package
- Custom Responsive Website
- 3D Floorplans & Site Plan
- Renderings and Walk Through Tours
- Property Lifestyle Video

Advertising & Digital Strategy



- Search Engine Marketing
- Search Engine Optimization
- Internet Listing Services
- Social Media Marketing
- Social Media Optimization

Reputation Management



- Chatmeter
- Ellis Surveys

Promotion



- Press Releases
- B2B Relationship Marketing
- Event Sponsorship's
- Promotional Items
- Signage Package (Wayfinding/Banners/Window Clings)

PRELIMINARY DEVELOPMENT CONCEPT

TARGET AUDIENCE MESSAGING

The brand messaging for The West End will be based on the expected behaviors and lifestyles of the targeted demographic. Below, we have listed several key points that will be critical to marketing these units:

Location, Location, Location – Revitalized West River District

Urban Living on the Riverfront

Proximity to Restaurants, Shops and Retail

Active Outdoor Lifestyle – Biking, Scooters, Walking, Running

Reflect New, Unique Neighbor Experiences

Home to Four Public Schools, Parks, Recreation and MLK Recreation Complex

Trendy “Vibe” Of Luxury Community at Affordable Price

Social Connections

Accessibility To Live, Work, Play Lifestyle

PRELIMINARY DEVELOPMENT CONCEPT

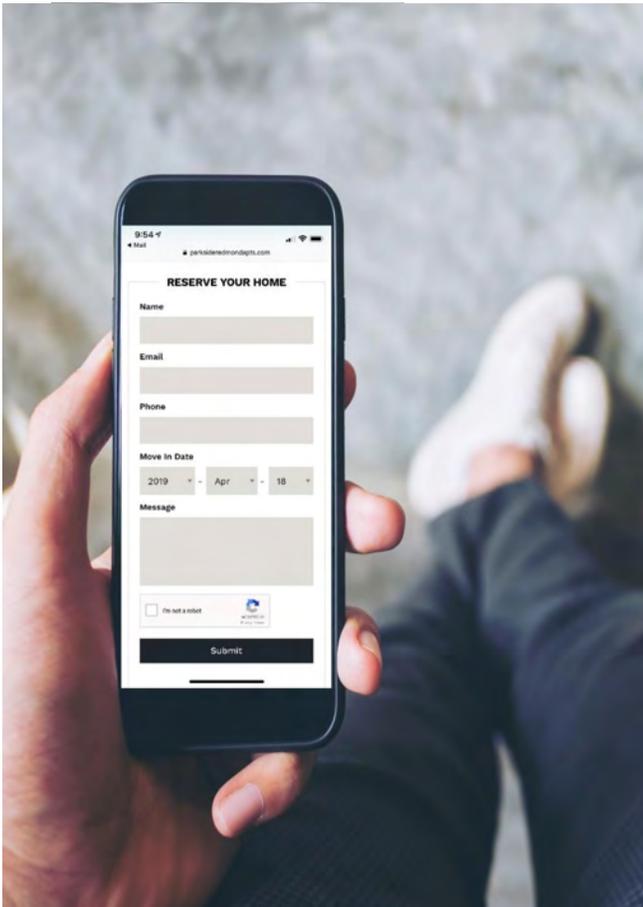
BRANDING STRATEGY

At JMG Realty, we don't believe in the "One-Size-Fits-All" philosophy when building the brand for our communities.

We won't spend your marketing dollars branding "Our" Business; We Brand "Your" Business.

Branding an individual community is our top priority in order to effectively market the uniqueness of each asset. Unlike most other management companies that emphasize and focus on the branding of "their" company by a "one-size-fits-all" approach, **JMG Realty strengthens the individual voice of the property.** This will be accomplished by leveraging relevant technologies and working with the branding agency Sulzer Inc. to create a unique and cohesive branding campaign utilized throughout all aspects of marketing. The community brand is more than a logo or color scheme. It's how prospects, guests, and residents experience the brand. From their first exposure on mobile ads and the website, to signage and brochures, each marketing piece has to work together to tell a cohesive story. The Brand DNA for The West End Development should make an emotional connection to both current and future residents who would identify with the lifestyle of the community and surrounding neighborhood.

Sulzer, Inc. is a Women Owned Business, and their office is located in West Tampa on the corner of Howard and Main Street. They have an incredible team, and JMG is very excited about the partnership with Sulzer to connect with the West Tampa submarket.



MARKETING STRATEGY BRAND DEVELOPMENT

WEBSITE SPLASH PAGE

For The West End Development, we recommend launching the digital campaign with a splash page. The splash page will allow us to create a sense of urgency and start building excitement about the property in the Tampa area 6 – 9 months before the property opens. This allows the leasing team to start capturing leads and applications early in the process, before all of the property information is available and tours can begin. The market has such a strong demand for affordable housing that starting the process early will facilitate a smoother transition into the delivery and occupancy of the initial units.

SPLASH PAGE FEATURES:

- Ability to create VIP List
- Teaser Video Boasting Lifestyle
- Integrated Guest Card Submission To Create A Waitlist
- Real-time Availability & Pricing Featuring Floor By Floor Availability if available
- Community Amenities
- Interior Features
- Teaser Gallery With Stock Imagery & Renderings
- Community And Area Information
- Social Media Connections
- Mobile Friendly Content And Functionality

PRELIMINARY DEVELOPMENT CONCEPT

RESPONSIVE WEBSITE DESIGN

A responsive website with integrations to the property management software is an integral component to the community's successful online marketing initiatives. A strong digital strategy must be backed by a strong community website. For The West End Development, we recommend a Jonah website. JMG's partnership with Jonah, a verified "Google Partner" Marketing Agency, allows us to engage in cutting edge, highly targeted search engine marketing and other "pay per click" targeted advertising including promoted Facebook posts. This website will include Premium features such as an Instagram integration and a Video looping background. Jonah seeks to understand the unique qualities of each property, driving highly qualified traffic into the communities. Jonah's state of the art responsive technology provides users with the right information at the right time, on any device.

PROSPECT FUNCTIONALITY

- Accessibility for people with disabilities (meet Web Content Accessibility Guidelines)
- 3D floor plans + virtual tours
- Online payment capabilities
- Online chat feature
- Community features, amenities and resident services
- Community and area information
- Social media connections and content sharing
- Search optimized content and keyword integration

RESIDENT FUNCTIONALITY

- Dedicated resident portal
- Online rental payments + service requests

MOBILE FUNCTIONALITY

- Mobile responsive content and functionality



3D PLANS FLOORPLAN DESIGN + VIRTUAL WALKING TOURS

3D Plans provides high quality, realistic floorplans to show prospects what the apartment would look like virtually staged before they are able to physically see the unit. Using the 3D Walking Tours, prospects can tour professionally designed interiors of your 3D Floor Plans, matched to the property finishes, without the need for expensive on-site models. New lease ups are utilizing 3D Walking Tours to pre-lease units and existing properties show units when they otherwise unavailable. The Interactive 3D Tours are both mobile and desktop friendly, making the experience seamless for prospective renters. We recommend using 3DPlans.com for the 3D Floorplans and Walking Tours for The West End Development, to enhance the website and maximize leasing velocity during the preleasing period.

RENDERINGS

3D renderings that immerse users into a virtual space are much more likely to result in sight-unseen leases, and as property owners we must embrace 3D residential renderings as a critical part of our pre-leasing marketing efforts. For The West End Development, we recommend using Illustrations on Demand. This architectural illustration studio specializes in the creation of high impact photo realistic computer generated 3D architectural renderings, 3D architectural visualization and architectural animations as well as watercolor illustrations. Illustrations on Demand truly captures the essence of their design concepts used in project proposals, design and planning approvals, and marketing and promotional campaigns. They will tailor their services to meet your specific needs. The renderings reflected on this page were completed by Illustrations on Demand for a project in Dunwoody, GA, and further examples of their work can be found on their website: illustrationsondemand.com

PRELIMINARY DEVELOPMENT CONCEPT

PHOTOGRAPHY

A pivotal piece of effective digital marketing for apartment communities is appealing and engaging photography. Through high-quality produced virtual tours and high-resolution photographs, we can build trust with prospects by letting them experience the community before they arrive. **Google 360 tours** are immersive, virtual experiences that inspire greater confidence among prospective residents. By partnering with Google, prospective residents that seek you out through online searches are more likely to have a positive experience that we can manage. Lights, Camera, Pixels (LCP) 360 is JMG's preferred provider of Google Certified photography & 360 tours. Not only will these tours appear on our Google My Business Page, but they can also be used on our community websites.

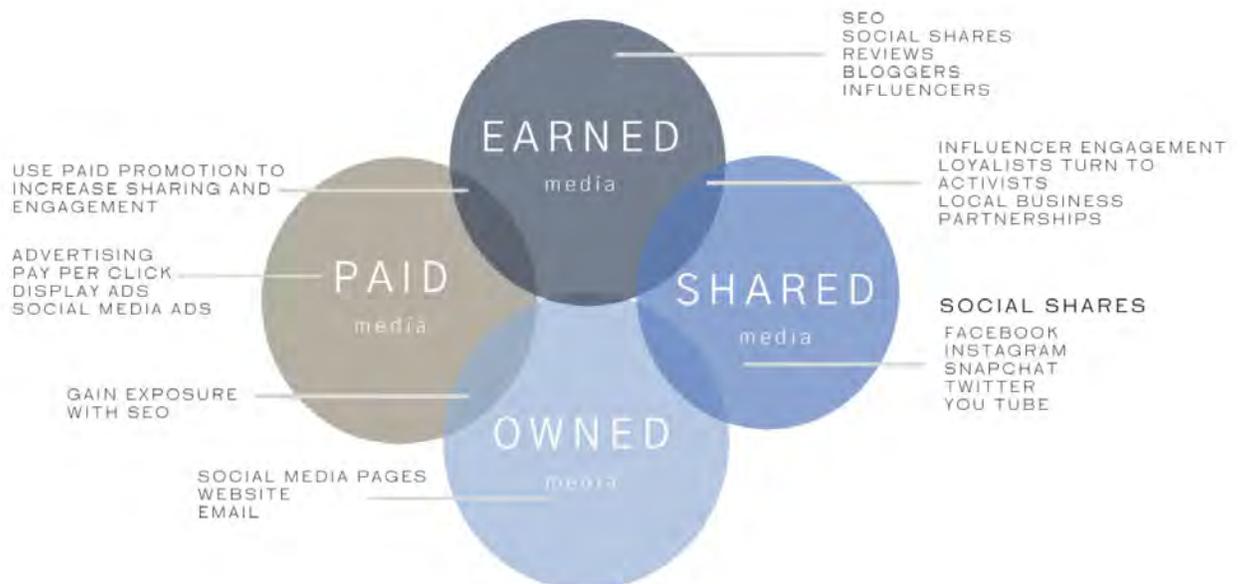
VIDEO

The onset of Covid-19 in mid March created the need for owner/operators to pivot to technology driven virtual tours. The shutdown required properties to quickly create virtual doorways to their communities, through extremely detailed videos and one on one tours. The JMG on-site teams were able to record self-made clips for prospects, showcasing specific units that they would typically tour in person. This organic video content and virtual leasing ability allowed JMG to continue signing leases during the shutdown.

Not only can video tell the story of a community, it is a valuable SEO tool backed by powerful Google search signals. The addition of professional video to the website can help to maximize the community's online exposure, especially during the Pandemic when prospects are still uncomfortable with in person tours. The professionally produced videos will be added to the website as well as strategically marketed on YouTube and social media channels. Additional videos produced by the on-site team will continue, as they help prospects engage with the community before even visiting. GTMA is the preferred provider for professional videography services.

COLLATERAL

Professionally designed collateral should represent the community's culture and reflect the Brand DNA. Marketing collateral ranges from brochures to digital event posts on social media pages. JMG typically partners with LeaseLabs in the area of the subject property to curate custom flyers, signage, and more with their **Web2Print Social** platform. For upgraded collateral material, JMG will utilize Sulzer.



PRELIMINARY DEVELOPMENT CONCEPT

PROMOTION

Although an online presence is important to attract prospects to the property, how you present the community once they arrive is just as important. In this competitive rental market, prospective renters need a compelling reason to walk into the leasing office. The way you utilize signage will attract and keep the attention of these prospects better than your online presence can. A well-coordinated signage strategy tells prospective tenants that they are working with a well-managed community. Uniform design and message project your professionalism and increases the appeal of the community.

Wayfinding signage is necessary to direct prospective residents from where they are to where they need to be. Signage should be as clear as possible to keep a prospects stress as minimal as possible. Prospects should not have to think about where to park or how to get to the leasing office. It is important to create a clear and consistent visual path with concise messaging.

Wayfinding signage can consist of A-frames, brick wrap applications, window clings, etched glass, fencing banners, etc. Wayfinding and directional signage has become an increasingly important element of creating positive prospect and customer experiences. In a fast-paced world people need to know exactly where they're going with no confusion.

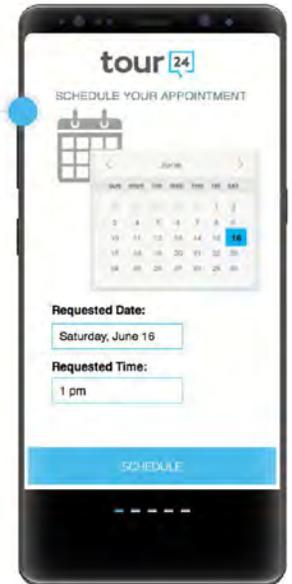


PRELIMINARY DEVELOPMENT CONCEPT

SELF GUIDED TOURS

The COVID-19 pandemic became a catalyst to propel self-guided solutions from more than just a generational request to a broader safety issue for everyone. Smart tech provides a contactless experience which assists properties in adhering to state and local health guidelines, while allowing property owners to maintain leasing velocity during the Pandemic. Technology has helped property managers continue to lease apartments as the world economy fights its way through the pandemic. Fortunately, consumers have quickly adapted and widely embraced technologically-supported leasing.

Self-guided tours allow potential renters to visit the apartments they are interested in alone, without getting close to another human being who might potentially be contagious. Our leasing teams schedule self-guided tours for reasonable times, such as afternoons or evenings rather than late at night. To make sure existing residents are comfortable with self-guided tours, we screen visitors before they get to the property; we track them while they are at property and we know when they leave the property.



Automating the apartment tour process and ensuring safety for residents and staff, the on-demand platform, Tour24 aims to assist property managers in streamlining processes and securing places to live through self-guided apartment tours and contactless leasing. The self-guided tours created by Tour24 include recorded descriptions of the apartments that visitors can listen to over their smartphones. It requires just a few pieces of technology to make all this work. There's the electronic lock, the motion detector and the sensor on the door. The vacant apartment needs a wireless network that will let this gear communicate with the system that set up the tour.

Tour24 Captures traffic overflow during and after business hours

Closing ratio with Tour24 is 33% while industry average for an agent is 25%

27% of Tour24 users tour on Sunday and 22% of them tour on Saturday

Sundays are statistically the **highest traffic days** for self guided tours, and most properties have shortened hours or are not open on Sundays.

Self Guided Tours are the new expectation for prospects Post Covid

PRELIMINARY DEVELOPMENT CONCEPT

e. Provide an estimated project schedule that includes design phase, city approvals, financial closings, site work, construction, lease up schedule for rental units and absorption for for-sale units.

City of Tampa and Community Agreements and Planning

- 4/1/2021 Selection Complete
- 4/2/2021 Begin investigation period - Survey, geotech, environmental, market plan
- 4/15/2021 Update conceptual site plan and meet with City of Tampa Development and Growth Management for preliminary design review
- 4/20/2021 Talk with Architectural Review and Historic Preservation Concerning Building characteristics and design
- 4/20/2021 Meet with City of Tampa Utilities and various other utilities to review infrastructure changes
- 4/15/2021 - Meet with Community to Discuss Plan Concept - Community engagement will be an ongoing activity throughout all phases of the project
- 4/30/2021
- 5/1/2021 Begin Brownfield Environmental Investigation Process
- 6/1/2021 Preliminary agreement with City of Tampa so planning can begin - Interim agreements?
- 6/1/2021 Work with HCEPC/FDEP to approve a Brownfield Site Rehabilitation Agreement (BSRA) (Can take 2-4 Months)
- 6/1/2021 Modify site plan and submit to Development and Growth Management for preliminary design approval
- 6/15/2021 Meet with Community and Present Updated Site Plan
- 8/1/2021 Completion of Developer Agreement, Purchase and Sale Agreement, and Community Benefit Agreement
- 8/15/2021 Complete site investigations
- 8/30/2021 Execution of Agreements
- 8/30/2021 Close on land purchase - All Parcels

PD Zoning Process (If Necessary)

- 6/1/2021 - Prepare PD Rezoning Package
- 6/28/2021
- 6/29/2021 - City Review of PD Rezoning
- 10/14/2021
- 12/31/2021 PD Zoning Complete

Infrastructure - Utility Relocation (Environmental Factors Could Affect This Timeline)

- 10/16/2021 Begin infrastructure relocation only - No phase construction
- 10/16/2021 Begin environmental remediation, if necessary (This timeframe could vary depending on the extent of the contamination)
- 3/30/2022 Submit Infrastructure Relocation Plans for Permitting
- 5/30/2022 Infrastructure Relocation Plan Approval
- 6/1/2022 Begin infrastructure relocation (Financing and City approval to start need to be in Place)
- 12/31/2022 Complete Infrastructure Improvements

Phase I - Residential, Retail, Success Center

- 9/1/2021 Begin Phase I Civil Plans
- 10/16/2021 Begin Phase I Architectural Plans
- 11/5/2021 Submit Initial Financing Application Package to HUD For Phase I
- 6/1/2022 Submit all Phase I Plans for Permitting
- 6/5/2022 Submit plans to HUD for Financing Approvals - Phase I
- 9/30/2022 Final Building Permits issued for Phase I Building - Retail - Success Center
- 11/1/2022 Close on HUD Financing Phase I
- 11/6/2022 Begin Construction on Phase I
- 2/1/2024 Begin Pre- Leasing for Phase I Residential - Retail - Success Center
- 4/30/2024 Complete Construction on Phase I
- 5/1/2024 Move-in and Leasing for Phase I Residential - Retail - Success Center
- 4/30/2025 Complete lease-up on Phase I (12 Months)
- 6/30/2025 Convert to Permanent Financing Phase I

PRELIMINARY DEVELOPMENT CONCEPT

Townhomes - Live/Work Buildings

- 9/1/2021 Begin Civil Plans for Townhomes - Live/Work
- 10/16/2021 Begin Plans for Townhomes - Live/Work
- 1/15/2022 Submit Townhome - Live Work - for Permitting
- 2/1/2022 Submit Subdivision Plat for Townhome Area (may include full north parcel in subdivision of land process)
- 4/1/2022 Building Permits Issued for Townhomes - Live/Work
- 4/1/2022 Pre-sales pre-marketing of townhomes and Live/Work Rentals
- 4/20/2022 Close on financing for Townhomes - Live/Work
- 5/1/2022 Begin Sitework for Townhomes - Live/Work
- 5/30/2022 Begin model center building for Townhomes
- 7/1/2022 Subdivision Plat Approved and Recorded
- 7/1/2022 Begin Construction on Remainder of Townhomes - Live/Work
- 9/1/2022 Continue Pre-sale for Townhomes - Leasing Live/Work
- 1/30/2023 Complete Townhome model center building
- 3/30/2023 Complete First Townhome and Live/Work Buildings
- 4/1/2023 Close on Sales of First Townhomes
- 4/30/2023 Complete all Townhomes - Live/Work
- 6/30/2023 Complete sales of Townhomes (6 Months) and Live/Work Leasing
- 7/30/2023 Payoff all construction financing Townhomes - Live/Work

Phase II - Residential 2-Buildings with Retail

- 1/5/2022 Begin Phase II Civil Plans
- 2/15/2022 Begin Plans for Phase II Construction Residential and Retail
- 3/1/2022 Submit Initial Financing Application Package to HUD For Phase II
- 8/15/2022 Submit Phase II Plans for Permitting
- 9/1/2022 Submit Plans for HUD Financing Approvals – Phase II
- 9/1/2022 Begin tax credit and bond process - Phase II
- 1/5/2023 Final Building Permits issued for Phase II Buildings
- 3/1/2023 Close on HUD Financing for Phase II
- 3/15/2023 Begin Construction on Phase II
- 6/15/2024 Begin Pre-leasing for Phase II Rental and Retail
- 9/15/2024 Complete construction for Phase II
- 8/30/2025 Complete lease-up Phase II (12 Months)
- 10/30/2025 Convert to Permanent Financing Phase II
- 11/30/2025 Development Completed

WEST END - ABSORPTION SCHEDULE: SOUTH BUILDING

ROME YARD LEASE UP SCHEDULE - SOUTH BUILDING

340 Units

Month		Delivered Unit On-Line	Total Units On-Line	Leases	Cumulative Leases	Move-Ins	Total Units Occupied	% Occupied
YEAR ONE	Preleasing Month 1	0	0	5	5	0	0	0.0%
	Preleasing Month 2	0	0	5	10	0	0	0.0%
	Preleasing Month 3	0	0	9	19	0	0	0.0%
	Delivery Month 1	75	75	10	29	29	29	8.5%
	Delivery Month 2	75	150	29	58	29	58	17.1%
	Delivery Month 3	75	225	29	87	29	87	25.6%
	Delivery Month 4	75	300	29	116	29	116	34.1%
	Delivery Month 5	40	340	29	145	29	145	42.6%
	Delivery Month 6	0	340	29	174	29	174	51.2%
	Delivery Month 7	0	340	29	203	29	203	59.7%
	Delivery Month 8	0	340	29	232	29	232	68.2%
	Delivery Month 9	0	340	29	261	29	261	76.8%
Delivery Month 10	0	340	29	290	29	290	85.3%	
Delivery Month 11	0	340	29	319	29	319	93.8%	
Delivery Month 12	0	340	21	340	21	340	100.0%	

Assumptions:

- 3 Months Pre-leasing – Average 26 Leases per month
- Total 29 Leases during Pre-leasing Period
- *Staggered Delivery of Units Months 1 – 5
- Complete Leasing All Units by Month 12 of 1st Deliveries

*Will Adjust Lease Up/Stabilization Dates once Delivery Schedule has been provided

WEST END - ABSORPTION SCHEDULE: NORTH AND CENTRAL BUILDING

ROME YARD LEASE UP SCHEDULE - NORTH AND CENTRAL BUILDING

218 Units

Month		Delivered Unit On-Line	Total Units On-Line	Leases	Cumulative Leases	Move-Ins	Total Units Occupied	% Occupied
YEAR ONE	Preleasing Month 1	0	0	5	5	0	0	0.0%
	Preleasing Month 2	0	0	5	10	0	0	0.0%
	Preleasing Month 3	0	0	9	19	0	0	0.0%
	Delivery Month 1	70	70	10	29	29	29	13.3%
	Delivery Month 2	70	140	29	58	29	58	26.6%
	Delivery Month 3	78	218	29	87	29	87	39.9%
	Delivery Month 4	0	218	29	116	29	116	53.2%
	Delivery Month 5	0	218	29	145	29	145	66.5%
	Delivery Month 6	0	218	29	174	29	174	79.8%
	Delivery Month 7	0	218	29	203	29	203	93.1%
	Delivery Month 8	0	218	15	218	15	218	100.0%
	Delivery Month 9	0	218	0	218	0	218	100.0%
Delivery Month 10	0	218	0	218	0	218	100.0%	
Delivery Month 11	0	218	0	218	0	218	100.0%	
Delivery Month 12	0	218	0	218	0	218	100.0%	

Assumptions:

3 Months Pre-leasing – Average 28 Leases per month

Total 29 Leases during Pre-leasing Period

*Staggered Delivery of Units Months 1 – 3

Complete Leasing All Units by Month 8 of 1st Deliveries

Reach Stabilization by Month 8 – assuming all units have been delivered

*Will Adjust Lease Up/Stabilization Dates once Delivery Schedule has been provided

WEST END - ABSORPTION SCHEDULE: LIVE/WORK TOWNHOMES

ROME YARD LEASE UP SCHEDULE - LIVE/WORK TOWNHOMES

12 Units

Month		Delivered Unit On-Line	Total Units On-Line	Leases	Cumulative Leases	Move-Ins	Total Units Occupied	% Occupied
YEAR ONE	Preleasing Month 1	0	0	2	2	0	0	0.0%
	Preleasing Month 2	0	0	2	4	0	0	0.0%
	Preleasing Month 3	0	0	2	6	0	0	0.0%
	Delivery Month 1	4	4	2	8	4	4	33.3%
	Delivery Month 2	4	8	2	10	4	8	66.7%
	Delivery Month 3	4	12	2	12	4	12	100.0%
	Delivery Month 4	0	12	0	12	0	12	100.0%
	Delivery Month 5	0	12	0	12	0	12	100.0%
	Delivery Month 6	0	12	0	12	0	12	100.0%
	Delivery Month 7	0	12	0	12	0	12	100.0%
	Delivery Month 8	0	12	0	12	0	12	100.0%
	Delivery Month 9	0	12	0	12	0	12	100.0%
Delivery Month 10	0	12	0	12	0	12	100.0%	
Delivery Month 11	0	12	0	12	0	12	100.0%	
Delivery Month 12	0	12	0	12	0	12	100.0%	

Assumptions:

3 Months Pre-leasing – Average 2 Leases per month

Total 6 Leases during Pre-leasing Period

*Staggered Delivery of Units Months 1 – 3

Complete Leasing All Units by Month 3

Reach Stabilization by Month 3 – assuming all units have been delivered

*Will Adjust Lease Up/Stabilization Dates once Delivery Schedule has been provided

BARRIERS TO DEVELOPMENT

f. Identify any barriers to implementing the project and how these barriers will be overcome or eliminated.

There are several potential barriers that must be overcome for The West End to be developed as proposed and become the envisioned model community. Based on the extensive experience and technical expertise of our members, the InVictus Team is confident that it can produce successful solutions to these identified barriers. Implementation of these solutions will come from our carefully assembled team of professionals with the necessary expertise to overcome the items listed below and any others that may come up during the design, development, and construction process.

Utility Infrastructure

Stantec performed a detailed analysis of the existing underground utilities located within the property, with particular attention to the:

- The sanitary sewer interceptor (2 – 60-inch RCP, one active),
- The 54-inch x 83-inch elliptical storm (RCP), and
- The 24-inch water main (DIP).

The team looked at the current utility locations and explored the options to relocate all or some of these utilities. After determining that the utilities could likely be relocated (subject to City review/approval) if desired and feasible, a respected local utility contractor provided pricing estimates which showed the cost to relocate most/all these facilities would be extremely substantial.

Creative ideas were used to develop options to relocate the stormwater and water lines (or portions thereof) through the site or around without negatively affecting the long-term cost of the development and maintaining operations/maintenance access. We also considered the merits of adding a new storm outfall to the Hillsborough River, just north of the School District property (north of the existing athletic track). We feel this may provide an opportunity for enhancement to the stormwater quality via use of an open vegetated swale (a.k.a. bioswale and habitat creation), which could be incorporated into the Riverwalk plans as an interpretive element.

The large sanitary main running diagonally through the site proved too costly to relocate and it was decided that it should remain in place. We anticipate working closely with the City team to assess specific pro-active measures to ensure the line is properly protected during construction and post development. We will work with the City to assess the remaining useful life of the pipe based on its age, material, lining type, and maintenance/inspection history. Stantec has National Association of Sewer Service Companies (NASSCO) certified pipeline condition assessment professionals available to perform an evaluation of the pipeline through visual inspection of manholes, closed-circuit television video (CCTV) and laser/sonar profiling, if desired. Merits of any potential rehabilitation/protection measures to extend the useful life – such as cured in place pipe (CIPP) lining – or physical barrier from site water features to limit inflow potential, will be assessed. Further, depth and type of structure foundations and construction activities will be evaluated to mitigate loading/vibration impacts to the pipe.

We understand the critical nature to protect, and possibly to enhance all existing City infrastructure within and adjacent to the site. We will work closely and proactively with the City team in all respects, including making final decision on the extent of relocations, incorporating protective measures (both during and post construction), addressing “maintenance of operations” requirements and ensuring the proper permanent easements are put in place. The Stantec team is extremely well qualified to serve as our civil and utility design firm, and the selection of our site/utility contractor will be approved by the City.

The open space created by this no-build corridor quickly became the focal point of the development concept, providing open space in the center of the development for a variety of uses, including art installations, popup retail and entertainment spots, opportunities for pocket gardens with historical context woven into the spaces through signs, statues, benches, and other features and creating space for micromobility devices and other economic community enhancements. bicycle and scooter racks and other walk/bike community enhancements.

Riverwalk Extension Route

The West End concept envisions an alternate route for the Riverwalk as it approaches the intersection of N Willow and N Oregon. Rather than direct the walk all the way out to Rome and run it along the street, if this section of the Riverwalk

were routed alongside the path of the existing wastewater line, it would add tremendous connectivity and character to the development without affecting this heavily purposed line. It would also provide an exceptional placemaking opportunity for art, culture, and history elements of The West End to reach a wider audience and enhance the experience for Riverwalk users. The InVictus Team will work with the City on a plan and path that will create synergy between the development and the Riverwalk. From the south, our concept serves as a conduit to the enhanced transit and multimodal hub we propose at Rome and Columbus; from the north, it creates a welcoming sense of arrival.

Road Infrastructure

The current road network surrounding the site is sub-standard and in need of improvement and the lack of a street grid connecting the site to the surrounding area inhibits mobility. The City's planned improvements to Rome Avenue will be essential to the success of the development, particularly the commercial uses. Improvements will also be needed on N. Oregon to provide a better connection between the site and the West River development to the south, while remaining sensitive to private property owners. We recommend integration of Vision Zero traffic calming measures to reduce speeds and ensure safety of all users on N. Oregon, which will help to safely open the River to the community, one of the City's chief objectives. The West End vision also contemplates the extension of Palmetto to the east of Rome to enhance access not only to the new development's Success Center, but also to the Martin Luther King, Jr. Recreation Complex, the Riverwalk, and the river itself.

Environmental

The materials made available by the City in connection with the Rome Yard RFP include materials relating to the Brownfield Site status of Rome Yard. The 12-acre northern portion of the site is part of # BF291204000 – West St. Louis Street Brownfield Site; and the southern parcel is part of # BF29180000 – West River Development Brownfield Area. Soil and groundwater sampling will be necessary in the vicinity of the petroleum tanks and warehouses/storage/stained areas to identify areas of concern for remediation or deed restrictions. The expense of remediation potentially could be costly; however, the location of both portions of the site in designated Brownfields would enable payment/reimbursement of environmental assessment and remediation costs under Florida's Brownfield Voluntary Cleanup Tax Credit (VCTC) program. The InVictus Team includes two very well-respected, local firms with in-depth knowledge of Brownfield remediation and the VCTC payment/reimbursement program and who can navigate the significant permitting issues that the utility relocations/new lines, stormwater retention/management, and environmental resource restrictions will raise. Both specifically have experience working on Brownfield sites in the City of Tampa and will analyze the environmental conditions on the site and determine the best way to mitigate conditions as necessary and obtain financial assistance to cover the cost of mitigation through the VCTC program.

Site Security and Safety

While the site will feature CPTED design, the openness of the proposed development will present site security and safety challenges. To address these challenges, public and private areas will be clearly defined, and pedestrian, scooter, bike, and vehicular traffic lanes will be clearly marked. Neighborhood safety is enhanced via dog walking, biking, outdoor dining, front porch/balcony spaces, and "eyes on the street." The West End's focus on residents' use of outdoor space for these and other activities will provide this extra layer of safety and community fellowship.

Community Acceptance

The InVictus Team does not take for granted community acceptance of the proposed development. The InVictus Team will engage the community in dialogue to develop a means of honoring a cherished history and creating a continuum to a new and proud future. We are dedicated to learning from and acknowledging past community achievements as a foundation for what we build. InVictus aims to be a part of the solution and not the problem. While the surrounding area has a high rate of poverty and a high concentration of rental property leased to younger people, it has a rich history that should be preserved for future generations. It can be challenging to enhance an area without alienating the surrounding community; respect for the deep roots and cherished memories many Tampa residents (and beyond) trace to the schools and other institutions will guide the InVictus Team as we name our buildings and program our public space. We will be working through community leaders and non-profit support systems to convey the community benefits afforded by the new development, including job training, workforce development, and business assistance at the new Success Center. Because we also recognize business ownership is a major key to success, our plan includes small business start-up support and ensures that businesses leasing space at The West End cater to the variety of income levels in The West End and surrounding community.

River Access

Existing residents and businesses located along the river to the east of the site have a special set of concerns that need to be taken into consideration. They want to protect their river lifestyle. The InVictus Team has reached out to these owners and found them to be supportive. In addition, the InVictus Team has had conversations with the owner of Rick's on the River regarding creating greater public access to the river. If selected to redevelop the Rome Yard site, InVictus will work to obtain land adjacent to the City-owned riverfront property.

Metropolitan Ministries Holiday Tent

InVictus will work with Metropolitan Ministries to help find an alternative to the site for their annual Holiday Tent. Many of the InVictus Team members have provided support to the organization over the years. Stantec has a long-term partnership with Metropolitan Ministries, including assisting them with their Holiday Tent in all their prior locations. Metropolitan Ministries provides a critical service to the most vulnerable members of the community and we recognize the importance of a successful relocation. We will work to ensure that this community benefit continues without interruption.

GREEN BUILDING EXPERIENCE

g. Describe additional energy savings designs, systems and/or equipment that will be incorporated into your project that are not included in the LEED Silver requirements.

The InVictus Team has the experience and expertise in developing environmentally responsible developments that can serve as a model for residential housing.

Employing Sustainable Development Techniques and Green Building Initiatives

The InVictus Team is committed to green building techniques. Utilizing standards set by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Certification, National Association of Home Builder's National Green Building Standard (NGBS) Certification, Florida Green Building Coalition (FGBC) Certification, Enterprise Green Communities, and other relevant standards, InVictus works to develop a plan that will benefit the tenants as well as the development.

It is often a delicate balance of selecting the most beneficial green components while adhering to the budget of the development. The InVictus Team will select the components from a list of industry standard options as well as those items mandated by the Green standard, and the lenders/investors to comprise a comprehensive plan that will most directly benefit the development in both the short and long term.

Two items that will be addressed in the Green Energy plan are the use of all **LED lighting throughout** as well as **electric charging stations** for what will become the future energy source of vehicular transportation as well as other modality methods.

The following is a list of Green Building features that may be appropriate for inclusion in InVictus developments. InVictus has found that these items have resulted in significant benefit to projects that they have developed.

- Programmable thermostats in each unit
- Humidistat in each unit
- Attic insulation of at least R-30 and wall insulation of R-11 or greater
- Rainwater harvesting system (reuse for irrigation and/or toilets)
- Light colored concrete pavement instead of or on top of asphalt to reduce the heat-island effect
- Energy Star qualified roof coating
- Energy Star qualified roofing materials (metal, shingles, or tiles)
- Solar water heater (with at least 70% solar fraction)
- Eco-friendly cabinets -formaldehyde free, material certified by the Forest Stewardship Council
- Eco-Friendly flooring for entire unit- Carpet and Rug Institute Green Label certified carpet and pad, bamboo, cork
- 100% recycled content tile, and/or natural linoleum
- Energy Star rated reversible ceiling fans in all bedrooms and living areas
- Showerheads that use less than 1.5 gallons of water per minute
- Faucets that use 1.5 gallons of water per minute or less in the kitchen and all bathrooms
- Toilets that have dual flush options which include 1.6 gallons of water or less
- Energy Star qualified lighting in all open and common areas
- Motion detectors on all outside lighting that is attached to the units
- Low VOC paint (less than 50 grams per gallon) in all units and common areas
- Reduced Heat-Island Effect paving (use light colored or porous paving materials)
- Energy Star rating for all refrigerators, dishwashers and washing machines that are provided by the Applicant
- Energy Star rating for all windows in each unit and a shading coefficient of .67 or greater

- Carpet and Rug Institute Green Label certified carpet and pad for all carpeting provided
- Florida Friendly Landscape certification on all landscaping
- Utilizing landscaping and tree shade to reduce energy costs
- Install daylight sensors, or timers or motion detectors on all outdoor lighting attached to buildings
- Xeriscape landscaping enabling lower water consumption
- Individually metered units for electric and water
- Energy conserving exterior lighting
- Site planning to use the most energy-efficient building orientations
- Resident training in green standards and techniques
- Reuse or recycling of all demolition waste
- Construction techniques to reduce construction waste

Utilizing these energy saving items in combination with modern building techniques for insulation, windows, doors, and attic spaces, the building envelope can be efficient and low cost. Another extremely important and often overlooked aspect of energy efficiency is the management of proper building procedures to ensure water-tight and air-tight building units, while complementing the living environment with an ample amount of fresh, outside air. While this is not a complete list of all the green building possibilities, it is offered as evidence of the InVictus extensive experience with green development. InVictus will carefully selected design professionals for the team with green certifications and experience. The professional team will have strong track records of developing financially feasible, technologically sound strategies to conserve energy and to surpass current norms for water conservation, waste management/recycling, and indoor environmental quality. The InVictus team will develop and implement an environmentally responsible development plan that will serve as a model for residential construction in The City of Tampa and the State of Florida.

Projects That Employed Green Construction and Sustainable Techniques

The InVictus principals' green development experience in affordable housing includes:

- **Parramore Oaks Phase I – Orlando, FL** – This concrete structure achieved an NGBS Bronze certification when completed in December of 2019. This project also attained Florida Friendly Landscape and Florida Water Star certifications.
- **Pinellas Heights Senior Apartments - Largo, FL** - Pinellas Heights is a 153-unit four-story senior project completed in 2014. This building attained NGBS Silver certification. This project also achieved both Florida Friendly Landscaping and Water Star certifications.
- **Renaissance Preserve, Fort Myers, FL** - This 120-unit senior and 272 unit family project was the redevelopment of a 1969 Farm program community that did not have storm water retention or any sense of “green” development. Green features included Energy Star appliances; low impact resistant windows, R-30 attic insulation and R-12 wall insulation, 15 SEER Air conditioning units, low VOC paints, Florida Yards and Neighborhoods designation (Now Florida Friendly), programmable thermostats, high efficiency water heaters, separate metering for electric, water, and sewer. Property management employs an Energy Management Plan to assist residents in lowering their energy costs as well as creating positive financial benefit for the project through efficient energy management.
- **Gulf Breeze, Punta Gorda, FL** - The 171-unit garden style family project was designed in conformance with Florida standards for energy efficiency including the use of Energy Star rated reverse ceiling fans, Energy Star appliances, Energy Star light fixtures that use fluorescent bulbs, low-flow plumbing fixtures, daylight sensor fixtures, and Green Label carpet and rug installation. These features, plus those used on Renaissance above, are typical of construction methods InVictus will use on all projects.
- **Sunrise Apartments, Lake Wales, FL** - Sunrise Phase I includes 72 units of new construction for families. This project features all the same green amenities of Renaissance and Gulf Breeze including onsite storm water retention, low-e windows and doors, Energy Star appliances, programmable thermostats, Green Label carpet, daylight sensor fixtures, and fluorescent light bulbs.

GREEN BUILDING EXPERIENCE

- **The Landings at Cross Bayou** – This renovation added insulation, energy star appliances, water saving faucets and toilets, as well as energy efficient lighting. An innovative TO2 coating was used on all the buildings to stop mildew and minimize the need for pressure washing. The new building roofs were also completed using energy star rated materials.

Energy Efficiency Does Not Stop At Construction

Properly educating the rental community to an energy efficient lifestyle is very important to their personal well-being as well as aiding in an important contribution to the long-term health of the planet. Below is a sample Energy Management plan to be used by property management.

PROPERTY MANAGEMENT - ENERGY MANAGEMENT PLAN

Executive Summary

In keeping with our goal to become more energy efficient and “Green”, we will focus on the elimination of energy and utility waste to achieve energy savings while enhancing the quality of the apartment community environment. Sustainable practices are not only economically efficient and environmentally sensitive; they are also conducive to the well-being of all residents and employees. Energy management policies can have an important impact on quality of life, particularly in the areas of lighting and indoor air quality. Resident enrichment can be accomplished by providing residents with guidelines and tips to help develop awareness of the importance of, and procedures to implement, environmental resource conservation in their own homes.

Energy Management Plan Components and Action Tasks

The Energy Management Plan (EMP) is divided into four components - Education, Waste Reduction, Retrofit Projects, and Monitoring and Assisting. Persons responsible for the EMP are all employees. Specifically, each property manager will be responsible for overall communication and implementation; each staff member will implement the policies as it pertains to their role in the organization. To support our organization's objectives, we will pursue the following action tasks as they pertain to these components:

Education

- Provide energy efficiency guidelines in move-in packets to reduce energy consumption.
- “Green Tips for Apartment Residents” provided by the National Apartment Association and “The Three R’s in Your Apartment” article from My New Place will be included in all “Welcome” packets.
- Invite regional energy companies to the properties to pass out educational material on the three R’s.
- Include residents in suggesting ways to save energy.
- Include monthly articles for “Green Tips” in resident newsletter.

Waste Reduction

- Tailor a detailed property operation guide for each property based on the utility needs, HVAC systems and hot water sources.
- Maintain and analyze load profile data to see where savings can be found.
- Review opportunities to retrofit existing buildings and review efficiency of newly constructed projects.
- Complete the installation of peak load managers on central sourced hot-water heaters.
- Complete the installation of programmable thermostats in common areas, such as offices, clubhouses, business centers, fitness centers and models. Place locking device on thermostat to prevent unauthorized reprogramming.
- Require all vending companies to purchase and install Vending Misers for all soda machines.
- Replace all T12 fluorescent Lamps (CFL) and incandescent lamps in offices and work rooms with Compact Fluorescent lamps, LED, or T8 fluorescent lamps
- Install timers for lighting in common bathrooms, models, and other common spaces that do not require lighting for safety. All exterior light fixtures will be on photocell.

GREEN BUILDING EXPERIENCE

Policies and Procedures for Energy and Utility Waste Reduction

All properties are expected to implement these policies to reduce energy and utility waste:

Temperature Settings:

Cooling temperature settings are to be at 76 degrees +/- 2 degrees for all common spaces, such as offices, amenity areas. Common interior hallways in mid- or high-rise buildings that are climate controlled will be set at 82 degrees during the spring and summer months and 65 degrees during fall and winter. Heating temperature settings are to be at 70 degrees +/- 2 degrees for all common spaces other than interior hallways as described.

Sustainable Practices:

- Turn off lights when area is left unoccupied.
- Turn off machines and equipment when not needed.
- Water heaters must be set for usage time only (pre-heat should be 30 minutes).
- Use appropriate partial lighting for after-hours activities in clubhouse.
- Review the activities scheduled, to meet the needs of the group (e.g., small group - small room).
- Turn off all utilities to vacant apartment at the breaker box leaving only the refrigerator and smoke alarm breakers on.
- Walk units weekly to ensure power is off and especially after a contractor has performed work in the unit.
- In high humidity areas the HVAC should be left on at 80 degrees to avoid mold and mildew growth
- Irrigation will have rain sensors and watering will follow state and local regulations.
- Water cooler thermostats are to be set at the highest setting.
- Thermostats must not be tampered with to alter HVAC pre-set temperature ranges.
- In any area where HVAC is in operation, doors and windows must remain closed.
- Return airflows must be unrestricted.
- Install HVAC filters quarterly in common climate-controlled spaces as well as occupied spaces.
- Set Laundry Center water heater at 120 degrees.
- Only use water features such as fountains at swimming pool during office hours.
- Use ceiling fans whenever possible in common areas.
- Blinds or drapes on windows that receive direct sunlight should be closed when air conditioning systems are on and at night during the winter. All vacant units' blinds will be closed.
- When feasible, schedule wet deep cleaning of carpets during the dryer times of the year.
- Assess whether property has water sub-metered; if not, evaluate Ratio Utility Billing System possibility for billing the residents' water and sewer usage. If sub-metered, utilize system to conserve water by making residents accountable for usage.

For Maintenance Personnel:

- Check all building insulation, caulking and weather-stripping. Repair caulking and weather-stripping, as necessary.
- Inspect heating and air conditioning equipment periodically.
- Replace worn seals, fittings, traps, etc., check ducts for leakage.
- Keep refrigerator compressors and condensers clean.
- Inspect drinking fountains for proper operation and leaks.
- Check all plumbing for leaks.
- Secure all attic and roof hatches.
- Keep door closer in good working condition.

GREEN BUILDING EXPERIENCE

- Repair damaged windows and doors immediately.
- Adjust timers to coincide with changes in Eastern Standard Time and Daylight Savings Time.
- Inspect and clean water coolers.

Recycling:

- Recycle used office paper or junk mail in labeled bins in office and mail center.
- Where space allows, provide recycling bins at waste dumpster sites.
- Specialty recycling of cell phones, computers, and equipment will be accomplished through communication to local recycle site.

FINANCIAL CAPACITY

a. Describe the financial capacity in place to undertake the development activities contemplated in this RFP. While a price proposal is not required at this stage, respondent should provide evidence and supporting documentation of the development team's financial condition and capability to finance the proposed development.

The development team has extensive experience and expertise in the financing of multifamily and commercial properties utilizing a variety of programs and sources, both public and private. The development team principals have a proven track record of developing innovative financing plans that leverage all available sources and programs. The development team has effectively utilized not only the typical means of financing multifamily and commercial housing such as private financing but also is experienced in HUD Loan Programs such as the 221d4 and 223f, Low Income Housing Tax Credits (LIHTC), tax-exempt bonds, HUD capital funds, HOME Funds, State SAIL funds, local government SHIP funds, CDBG funds, FHLB AHP funds, project-based Section 8 contracts, but also have been on the cutting edge of new approaches to financing and funding.

Successful Experience Raising Capital

Over the past decade, the development team has closed numerous LIHTC equity transactions with a variety of syndicators and direct investors, including Bank of America, Wells Fargo, RBC Capital Markets, and Raymond James Tax Credit Funds, Inc. The development team enjoys strong relationships with these financial institutions which have carried over. These parties (See reference letter) are familiar with our work and have confidence that we can complete and stabilize the project on a timely basis and the finished product will be of high quality and quickly lease up.

To complement its success with the integration of HUD funds, LIHTC equity, and private financing, the InVictus principals have been awarded more than \$2.5 million in Multifamily and commercial Housing Program funds for projects in Florida through the Federal Home Loan Bank. In addition to the sources of funding outlined above, the InVictus principals has successfully utilized federal and state funds from programs that include CFRC, CDBG, SHIP, and SAIL. The volume of InVictus transactions and successful track record allows us to obtain the most competitive deals in the marketplace. InVictus is also able to use the strength of its balance sheet to provide security to bonding companies so payment and performance bonds can be provided during the construction period.

CRA Financing Example – Parramore Oaks – City of Orlando CRA

Development Goal:

Develop 211 mixed income units in the Parramore neighborhood of Orlando. The land was owned by the City of Orlando and the CRA. Invictus applied for 9% LIHTC for the development of 120-units in the first phase with 20% being market rate. For the second phase, Invictus received Hurricane Recovery Funds, CRA Funds, and 4% LIHTC along with tax exempt bonds.

Working to Completion

Over the past seven years, the multifamily and commercial housing industry has been on a roller coaster brought about by the financial crisis, a severe downturn in the economy, the temporary demise of Fannie Mae and Freddie Mac and their resulting withdrawal from the LIHTC market, withdrawal of many investors from the market due to low earnings expectations and thus little need for tax credits, a precipitous drop in equity pricing, new tax credit assistance programs to master, budgetary cuts to HUD programs, sequestration, and most recently, the RAD Program. The principals of InVictus have been involved every step of the way in every aspect of the financing and operation of multifamily and commercial housing. Challenging times call for a never-say-die attitude and innovative approaches; the principals of InVictus have proven time and they can meet the challenge as the following transaction illustrates.

FINANCIAL CAPACITY

Parramore Oaks – Orlando Florida

City of Orlando and CRA Goal:

Develop 211 mixed income units in the Parramore neighborhood of Orlando. The land was owned by the City of Orlando and the CRA. Two other development attempts at the location have failed in recent years.

Development Financing – Phase I – 120 Units

\$20,781,422 – 9% LIHTC - Equity investor – SunTrust (Now Truist) \$.985

\$5,550,000 - First Mortgage Permanent Financing – Freddie Mac – Federal Home Loan Mortgage Corporation

\$1,148,000 – City of Orlando CRA

\$648,498 – Deferred Developer Fee

Total Sources - \$28,127,920

Phase Two – 91-Units

\$9,006,316 – 4% LIHTC – Alliant Capital Syndicator

\$5,700,000 – CDBG_DR Loan – State of Florida Hurricane Funds

\$2,152,000 – City of Orlando CRA Funds

\$12,000,000 S-T Bonds – Construction Financing

\$7,000,000 Permanent Loan – TBD

\$1,310,864 Deferred Developer Fee (34.9%)

Total Sources - \$25,169,180

Pinellas Heights – Largo Florida

Develop 153-Senior multifamily units in Largo Florida. The land was owned by the Pinellas County Housing Authority. The site was only three acres and was an old shopping center.

PH Reserve Funds - 2,500,000

RHF Funds - 136,255

Capital (CFP) funds - 363,745

Tax Credit Equity - 9,314,516

County Loan - 1,000,000

Tax Exempt Bonds Construction/Perm Loan - 6,000,000

FINANCIAL CAPACITY

PCHA Loan - 2,500,000

City CDBG - 150,000

AHP - 1,000,000

Deferred Developer Fee - 1,076,256

Total Development Sources 24,040,772

Attachments

Invictus – Past and Present Experience Chart

Invictus – Parramore Oaks Development Page

Invictus – The Lodges on Lincoln Development Page

ADC Communities – Past and Present Experience Chart

ADC Communities – Reserve at Renton Development Page

Bedford – Past and Present Experience Chart

Bedford – Bougainville Development Page

Bedford – Harbor Village Development Page

FINANCIAL CAPACITY - INVICTUS DEVELOPMENT, LLC.

b. The City will be interested in financial resources used for similar past projects, financing sources, and capital stack of past projects, as well as experience developing on publicly owned land.

INVICTUS DEVELOPMENT, LLC - PROJECTS AWARDED SINCE 2016														
Project Name	City	Status	Tax Credit 4% / 9%	Equity (millions)	Developer Fee (millions)	# of Units	Total Dev Costs (millions)	Building Type	Construction Financing	Loan (millions)	Investor	Completion Date	Financing Structure	Comments
1 Parramore Oaks	Orlando, FL	Completed	9%	\$20.8	\$3.6	120	\$28.4	Midrise/Townhome- style Garden	SunTrust	\$16.6	SunTrust Community Capital	Dec-19	9% LIHTC Equity, CRA Funds, Freddie Perm Conversion	NGBS Certified; Six units set aside for Homeless 3 Units set-aside for Homeless, Disabled Veterans
2 The Lodges on Lincoln	Selma, AL	Completed	9%	\$7.4	\$1.2	56	\$9.4	Garden	Wells Fargo	\$6.5	RBC	Mar-20	9% LIHTC Equity and HOME Funds	3 Units set-aside for Homeless, Disabled Veterans
3 Appaloosa Run	Andalusia, AL	Under Construction	9%	\$7.7	\$1.4	56	\$10.9	Garden	Wells Fargo	\$8.0	RBC	Oct-20	9% LIHTC Equity, HOME, and NHTF Funds	3 Units set-aside for Homeless, Disabled Veterans
4 The Flats at Sam Lane	Ringgold, GA	In Credit Underwriting	9%	\$12.3	\$1.7	72	\$14.7	Garden/Walkup	Key Bank	\$10.0	Federal HC - Raymond James Georgia HC - Sugar Creek	Jan-21	9% LIHTC Equity, GA HC Equity, HOME	Joint project with Zimmerman Properties SE, LLC
5 Parramore Oaks Phase Two	Orlando, FL	In Credit Underwriting	4%	\$8.4	\$3.4	91	\$23.6	Midrise/Townhome- style Garden	TBD	\$12.5	TBD	Jul-22	4% LIHTC Equity, CRA & CDBG-DR Funds, Tax- Exempt Bonds, Conv. Perm	To be certified under NGBS Program; Five units set aside for Homeless
6 The Park at Palo Alto	Panama City, FL	In Credit Underwriting	4%	\$8.2	\$3.2	120	\$21.5	Garden	Citibank	\$10.0 \$9.2	TBD	Sep-22	4% LIHTC Equity, RRLP Funds, Tax Exempt Bonds, Conv. Perm	Joint project with Royal American and PCHA - Hurricane Recovery To be NGBS Program certified
7 Fletcher Black	Panama City, FL	In Credit Underwriting	4%	\$7.9	\$3.2	100	\$21.1	Garden	Citibank	\$11.25 \$7.6	TBD	Sep-22	4% LIHTC Equity, RRLP Funds, Tax Exempt Bonds, Conv. Perm	Joint project with Royal American and PCHA - Hurricane
TOTAL				\$72.6	\$17.7	615	\$129.6			\$53.6				
Average per Development				\$10.4	\$2.5	88	\$18.5			\$7.7				

PARRAMORE OAKS

Orlando, Florida

In 2016, Invictus Development was selected by the City of Orlando and the City of Orlando CRA to redevelop City-owned property located in the historic African American Parramore community and in the Downtown Orlando CRA. Parramore Oaks is a 211-unit mixed-income family development. The first phase of 120 units contained affordable (80%) and 20% market rate units. The second phase will consist of a total of 91 units and will utilize income averaging to target families with incomes ranging from 30% to 80 AMI. Parramore won an Aurora Award for Architecture and the City of Orlando Golden Brick Award for multifamily development.



Unit Breakdown

211 Units in Two Phases
Phase I Completed – 12/15/2019 – 18-month construction period
Contractor – Royal American Construction
Architect – Forum Architecture
Phase II Construction Start 4/1/2021
Purchased Land from City of Orlando and City of Orlando CRA
Developer Agreement, PSA Agreement

Capital Stack – Phase I

\$20,781,422 - 9% Tax Credits and Opportunity Zone Funds – SunTrust (Truist) Equity Investor
\$5,550,000 - Freddie Mac 1st Mortgage
\$1,148,000 - City of Orlando CRA Funds
\$648,498 – Deferred Developer Fee

Occupancy

100% Occupied by December 31, 2019 and has maintained full occupancy

Development Partners

Invictus Development, LLC
ADC Communities, LLC
Kiss & Company



THE LODGES ON LINCOLN

Selma, Alabama

In 2016, InVictus Development found a site in historic Selma Alabama with a goal of creating affordable housing to serve a struggling community. The struggle continued in the development process through difficult weather and then the Covid pandemic. InVictus was able to complete and occupy this development overcoming these difficult conditions. Though small in the number of units, InVictus is proud of this accomplishment that serves this legendary community.



Unit Breakdown

56 Units in the 1st Phase of Two Phases
Affordable, Disabled, and Homeless Units
Phase I Completed – 3/1/2020 – 14-month construction period
Contractor – Olympia Construction
Architect – McKean Architects

Capital Stack – Phase I

\$7,354,038 - 9% Tax Credits – RBC and Freddie Mac Syndicator and Investor
\$1,600,000 In Federal HOME Funds
\$550,327 in Deferred Developer Fee
Subsidy for the disabled and homeless units
Occupancy
100% Occupied June 30,2020 and has maintained full occupancy

Development Partners

InVictus Development, LLC
ADC Communities, LLC
Olympia Development



FINANCIAL CAPACITY

COLLABORATING WITH EXPERIENCED DEVELOPERS

ADC Communities

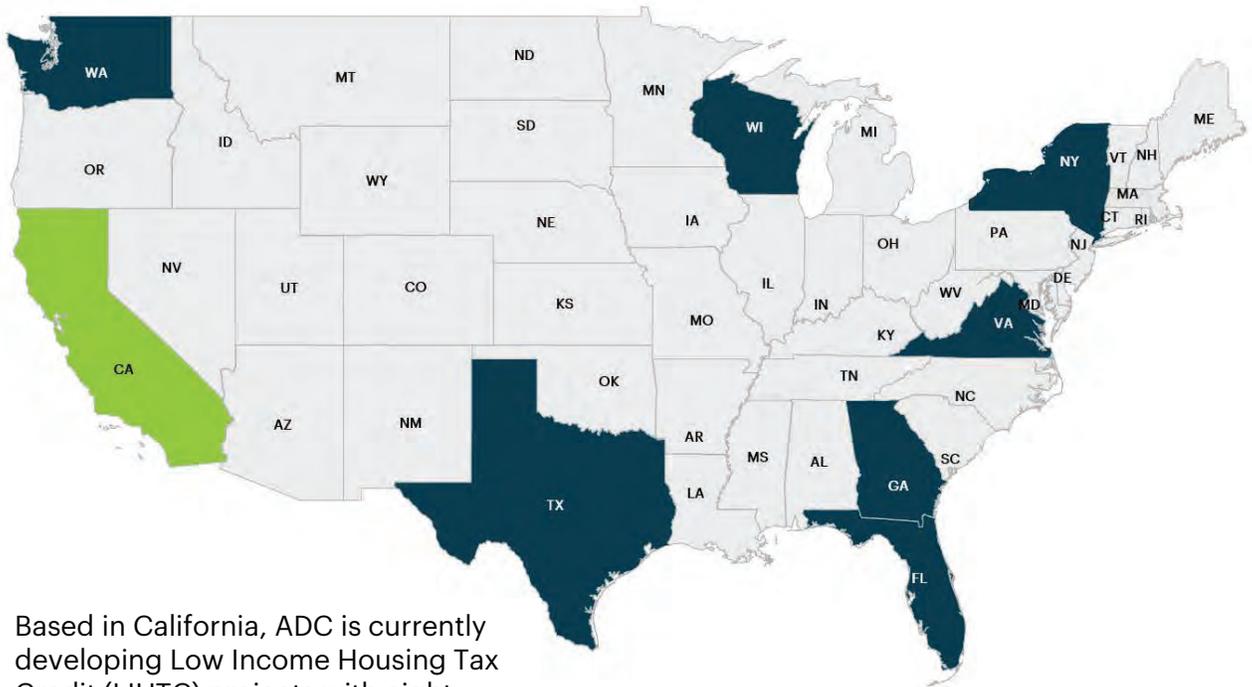


About ADC Communities



ADC Communities, through its affiliate Alliant Capital, provides pre-development financing and support to joint development ventures in matters regarding accounting, banking, construction management, construction draws, tax credit syndication and other pre-approved processes.

LIHTC Projects



Based in California, ADC is currently developing Low Income Housing Tax Credit (LIHTC) projects with eight developers across the states, totaling 28 projects.

FINANCIAL CAPACITY - ADC COMMUNITIES

Property Name	Total Units	State	Actual Complete Date	New_Rehab	Tenant_Type	First Loan Lender	Total Cost	Total Revised Equity	Credit Type
CityCenter	347	WA	10/13/17	New	Family	Freddie Mac	\$20,742,904	\$63,850,042	4%
Reserve at Auburn	297	WA	08/20/18	New	Senior	Washington State Housing	\$22,004,274	\$63,711,399	4%
Reserve at Lacey	241	WA	09/04/20	New	Senior 55+	Washington State Housing	\$19,221,282	\$56,783,158	4%
Reserve at Lynnwood	295	WA	09/26/19	New	Senior	Washington State Housing	\$17,406,283	\$60,035,933	4%
Reserve at Renton	219	WA	12/30/15	New	Senior	Washington State Housing	\$8,702,205	\$35,845,229	4%
Reserve at SeaTac	289	WA	12/30/16	New	Senior	Washington State Housing	\$10,903,592	\$48,498,064	4%
Villas at Arlington	312	WA	05/05/20	New	Family	KeyBank National	\$28,588,635	\$86,948,316	4%
Villas at Auburn	295	WA	07/03/18	New	Family	Washington State Housing	\$25,509,085	\$70,561,059	4%
Trails at Brady	72	TX	05/31/18	New	Family	Bonneville Mortgage	\$7,364,139	\$10,696,442	9%
Parramore I	120	FL	12/09/19	New	Family	Freddie Mac	\$28,127,920	\$20,781,422	9%
Badger State Lofts	118	WI		Adaptive - Reuse	Family	WHEDA	\$13,994,448	\$31,330,332	4%
Exchange at Fond du Lac	48	WI	10/26/18	Adaptive - Reuse	Family	BMO Harris Bank NA	\$6,780,140	\$11,325,034	9%
Exchange at Winder	130	GA	05/02/18	New	Family	Freddie Mac	\$5,568,205	\$21,097,193	4%
Globe Mills	149	NY		Adaptive - Reuse	Family	New York State Housing	\$35,188,595	\$53,522,227	4%
Heights at Jackson Village	187	VA		New	Senior 55+	KeyBank National	\$12,802,975	\$46,567,809	4%
Hills at Leander	228	TX	04/03/20	New	Senior	Jones Lang LaSalle	\$8,290,624	\$37,667,809	4%
The Meadowlands	225	WI		New	Family	WI Housing and Economic	\$13,384,005	\$0	4%
Vista Bella	72	TX	10/18/19	New	Family	Bellwether Enterprise Real	\$4,384,184	\$12,576,267	9%
Wimberly Manor	73	GA		New	Senior 62+	Merchant Bank of Indiana	\$7,572,635	\$0	9%
A-P Lofts	148	NY	11/19/18	Adaptive - Reuse	Family		\$27,562,084	\$0	4%
Bellfort Park	64	TX		Rehabilitation	Family		\$0	\$0	9%
Blue Water Garden	0	TX		Rehabilitation	Family		\$0	\$0	4%
Legacy Ranch	0	TX		New	Senior		\$0	\$0	4%
The Reserve at Bolton Road	0			New			\$0	\$0	
Lydia Square	44	MA		New	Senior	Massachusetts Housing	\$9,899,010	\$16,627,295	9%
Creston	189	NY	02/28/20	New	Family	NYC Housing Development	\$15,028,076	\$80,134,701	4%
RadRoc	0	NY		New	Family		\$0	\$0	4%
Lake Delray	404	FL	06/12/18	Rolling Rehab	Senior 62+	Housing Finance Authority	\$21,833,872	\$69,904,670	4%
Laguna Senior	64	CA	08/15/07	New	Senior	US Bank	\$6,065,884	\$15,692,140	4%
Plaza de Leon	20	CA	12/31/03	Rehabilitation	Family	Hanmi Bank	\$2,184,740	\$4,088,604	9%
East Main Mews	20	CT	12/31/07	Rehabilitation	Family	Pacific Life Insurance	\$3,243,949	\$5,753,027	9%
Ocean Beach	85	CA	12/31/02	Rehabilitation	Family	Citibank	\$4,549,431	\$15,524,624	4%
Trail Side on Mass Ave.	69	IN	08/27/12	New	Family	National Bank of	\$8,105,883	\$13,651,124	9%
Blackstone and McKinley	88	CA		New	Family	CalHFA	\$13,552,481	\$38,325,444	4%
The Atchison	200	CA		New	Family		\$0	\$0	4%
Aria	72	CO	07/02/13	New	Family	Impact Community Capital	\$9,386,857	\$13,126,421	9%
Winters	44	CA	09/13/16	Rehabilitation	Family	Bonneville Mortgage	\$3,096,095	\$7,600,755	9%
Astoria Seniors	99	NY	03/24/05	New	Senior	Astoria Federal Savings	\$12,115,178	\$13,815,406	9%
Vista Del Mar	142	CA	04/23/15	Rehabilitation	Senior	Citibank	\$9,131,597	\$25,719,277	9%
Charlesgate East 2.0	100	RI	12/23/15	Rehabilitation	Senior	RIHMFC	\$3,064,940	\$11,240,515	4%
Charlesgate North 2.0	200	RI	10/31/18	Rehabilitation	Senior	Rhode Island Housing &	\$3,969,842	\$27,822,322	4%
Charlesgate Park 2.0	100	RI	12/23/15	Rehabilitation	Senior	RIHMFC	\$3,180,544	\$11,913,513	4%
Charlesgate South 2.0	100	RI	12/23/15	Rehabilitation	Senior	RIHMFC	\$2,923,686	\$10,867,760	4%
Parkis Place	108	RI	07/31/08	Rehabilitation	Senior	RIHMFC	\$3,089,230	\$8,662,917	4%
Oaks of Euclid	738	OH	11/15/13	Rehabilitation	Family	Fannie Mae	\$10,318,772	\$49,971,377	9%
Garvey Court	68	CA	08/02/12	New	Senior	California Municipal Finance	\$5,104,721	\$20,654,360	4%
Gateway	28	CA	01/08/08	New	Family	US Bank	\$1,627,291	\$10,788,619	4%
La Valentina	81	CA	06/27/12	New	Family	US Bank	\$13,210,393	\$24,596,133	9%

FINANCIAL CAPACITY - ADC COMMUNITIES

Siena Court Senior	111	CA	02/17/12	New	Senior	CCRC	\$14,463,335	\$35,078,166	9%
Temple Art Lofts	29	CA	03/28/13	Adaptive - Reuse	Family	US Bank	\$5,107,718	\$11,842,461	4%
Ottawa Middle School	45	KS	12/31/07	Adaptive - Reuse	Senior	People's Bank	\$4,911,524	\$3,640,214	9%
Broadway Family	81	CA	05/30/08	New	Family	CCRC	\$11,115,900	\$34,280,686	4%
Park East Enterprise Lofts	85	WI	10/31/06	New	Family	WHEDA	\$7,515,451	\$12,462,271	9%
Pacesetter	130	IL	04/30/09	Rehabilitation	Family	IHDA	\$19,192,346	\$38,332,048	9%
Parkside Nine	111	IL	02/19/09	New	Family	Fannie Mae	\$14,652,617	\$35,679,436	9%
Parkside Nine II	112	IL	12/21/11	New	Family	Fannie Mae	\$17,883,112	\$36,007,514	9%
Parkside Phase IIB	106	IL	02/04/16	New	Family	City of Chicago	\$8,741,210	\$41,351,529	4%
Strand Hotel	63	IL	10/21/15	Adaptive - Reuse	Family	City of Chicago	\$15,950,954	\$22,849,528	9%
Wilson Yard Senior	98	IL	04/30/10	New	Senior	Pacific Life Insurance	\$10,555,836	\$32,557,902	4%
Joie De Vivre	73	LA	12/18/12	New	Family	First Bank and Trust	\$13,098,596	\$17,727,663	9%
Sucre Estates	35	LA	12/31/08	New	Family	Community Trust Bank	\$6,389,469	\$7,401,934	9%
2101 Louisiana Ave	42	LA	11/01/13	Rehabilitation	Family	UNITY of Greater New	\$7,415,875	\$11,696,596	9%
Historic Schuster	95	WI	03/31/07	Adaptive - Reuse	Family	Berkadia Commercial	\$10,396,570	\$17,240,337	9%
Hollydale Plaza	101	CA	05/27/10	New	Senior	California Community	\$11,074,939	\$18,814,921	9%
Muskogee Affordable	59	OK	08/05/05	New	Family	Fannie Mae	\$3,548,394	\$5,077,405	9%
Esseff Village	51	CA	03/12/02	Rehabilitation	Family	Affinity Bank	\$1,697,469	\$4,903,105	9%
St. Louis Brewery	140	MO	04/30/06	Rehabilitation	Family	Missouri Housing	\$8,474,789	\$15,903,143	4%
Leland Polk Senior	72	CA	05/11/05	Rehabilitation	Senior		\$5,411,208	\$18,129,681	4%
White Rock Village	168	CA	07/15/05	New	Family	CHFA	\$8,931,821	\$30,940,376	4%
Valencia Gardens	260	CA	08/31/06	New	Family	US Bank	\$26,928,506	\$66,409,998	4%
Tynan Village	171	CA	12/10/08	New	Family	US Bank	\$13,778,803	\$50,769,731	4%
Heights at Gracepoint	64	FL	10/22/20	New	Special Needs	Florida Housing Finance	\$11,390,162	\$15,024,883	9%
St. Casimir	108	NY	09/26/03	Adaptive - Reuse	Senior 62+	arbor National	\$16,105,946	\$20,354,173	4%
Baisley Park Gardens	212	NY	07/31/09	Rehabilitation	Family	NYSHFA	\$10,362,083	\$33,193,466	4%
Garden Spires	544	NJ	12/12/19	Rehabilitation	Family	Fannie Mae	\$40,895,130	\$128,814,617	4%
Grace Tower	168	NY	10/31/06	Rehabilitation	Family	Freddie Mac	\$5,313,213	\$16,519,263	4%
Hunts Point	165	NY	07/21/16	Rehabilitation	Family	HDC	\$10,637,811	\$31,477,009	4%
Longwood Residences	361	NY	11/28/14	Rehabilitation	Family	NY Housing Bond	\$24,904,210	\$76,860,886	4%
Morris Avenue	176	NY	12/01/16	New	Family	NYCHDC	\$21,738,900	\$67,561,138	4%
Ocelot ECW	120	NY	06/12/12	Rehabilitation	Family	HDC	\$5,206,142	\$20,655,643	4%
Plaza	385	NY	09/30/08	Rehabilitation	Family	Freddie Mac	\$22,125,696	\$60,729,147	4%
Remeeder Houses	260	NY	10/31/08	Rehabilitation	Family	Freddie Mac	\$9,865,461	\$30,257,562	4%
River Park Towers	1654	NY	07/23/15	Rehabilitation	Family	New York State Housing	\$111,858,375	\$347,461,196	4%
Rockville Centre Seniors	175	NY	11/30/06	Rehabilitation	Family	Fannie Mae	\$7,681,630	\$25,089,242	4%
Southern Boulevard	370	NY	11/21/13	Rolling Rehab	Family	New York City Housing	\$20,206,960	\$62,580,819	4%
Target V	83	NY	12/31/06	Rehabilitation	Family	Freddie Mac	\$4,802,051	\$13,932,209	4%
Twin Parks	274	NY	08/16/12	Rolling Rehab	Family	HFA - NYSHFA	\$14,156,485	\$54,533,790	4%
West Village	235	NY	12/31/08	Rehabilitation	Family	NYSHFA	\$5,560,781	\$20,472,402	4%
Whitney Young Manor	195	NY	01/31/08	Rehabilitation	Family	Freddie Mac	\$12,897,412	\$35,541,957	4%
Fox Courts	80	CA	10/31/09	New	Family	Union Bank	\$14,108,325	\$33,716,875	4%
Lakeside (CA)	124	CA	01/31/07	Rehabilitation	Family	US Bank	\$8,312,384	\$26,312,324	4%
Southeast Towers	107	NY	03/13/14	Rehabilitation	Senior	Oak Grove Commercial	\$2,138,900	\$9,223,822	4%
Bastion I	38	LA	06/23/17	New	Family	Louisiana Housing	\$3,184,978	\$8,547,938	4%
Village at Broad Street	42	CA	02/14/12	New	Family	Citibank	\$10,436,913	\$16,382,253	9%
Summit House	64	PA		New	Senior	Wells Fargo	\$13,925,936	\$18,431,429	9%
Chapel Lane	38	CA	09/01/05	New	Senior	CCRC	\$2,331,594	\$8,323,550	4%
Pine Bluff RAD	251	AR	09/30/19	Rehabilitation	Family	ADFA	\$5,015,626	\$20,946,437	4%
Mack-Ashland	39	MI	07/17/13	New	Family	Michigan State Housing	\$6,537,754	\$7,875,020	9%

FINANCIAL CAPACITY - ADC COMMUNITIES

Carson Towers	133	PA	05/17/17	Rehabilitation	Senior
Hotel Clovis Lofts	60	NM	12/27/12	Adaptive - Reuse	Family
Hillebrand House	210	KY	12/01/13	Rehabilitation	Senior
Penn Street Tower (HTC)	76	IN	05/29/15	Adaptive - Reuse	Family
Diamond Cove II	40	CA	07/15/05	New	Family
Valle del Sol	76	CA	08/31/05	New	Family
101 Broadway	102	CO	09/17/19	Adaptive - Reuse	Family

Citibank, N.A.	\$6,184,486	\$24,628,293	4%
Bank of America	\$9,505,269	\$12,521,422	9%
Kentucky Housing	\$8,552,639	\$25,384,065	4%
Pillar Multifamily, LLC	\$2,418,322	\$15,199,162	Historic Only
California Community	\$6,147,178	\$9,600,313	9%
USDA	\$11,818,634	\$15,903,004	9%
Freddie Mac	\$10,439,663	\$35,421,975	4%

THE RESERVE AT RENTON

Renton, Washington

Reserve at Renton (the “Project”) is the new construction of 219 senior rental units in one five-story elevator-served residential building with approximately 7,500 s.f. of ground floor commercial space, situated on +3.67 acres in Renton, Washington. The Project consists of 11 studio units, 163 one-bedroom/one-bath units and 45 two-bedroom/one-bath units. 100% of the units have been set aside for residents 55 years of age and older. 100% of the units will be set aside for tenants with incomes at or below 60% of area median income (“AMI”).

Loan Lender: Washington State Housing Finance Commission
4% Housing Tax Credits



FINANCIAL CAPACITY

<i>The Bedford Group List of Developments</i>	
<i>11th Avenue Apartments</i>	<i>Francisquito Villas</i>
<i>Carondelet</i>	<i>First Interstate Bank</i>
<i>Coronado</i>	<i>Denver Homes</i>
<i>West Park</i>	<i>Bedford Arbors</i>
<i>Gilbert Lindsey Manor</i>	<i>Bedford Parc</i>
<i>Marlton Villas</i>	<i>Bedford Promenade</i>
<i>Villa Nueva</i>	<i>Athens Terrace</i>
<i>Venicia Villas</i>	<i>Harvard Yard Apartments</i>
<i>Lynwood Gardens</i>	<i>Glenmary Senior Apartments</i>
<i>Griffith Avenue Apartments</i>	<i>Avalon Terrace Apartments</i>
<i>Chesley Court</i>	<i>Nicolet Avenue Apartments</i>
<i>Bellflower Apartments (Scattered Sites)</i>	<i>Las Mariposas Apartments</i>
<i>Joanne Villas</i>	<i>West Angeles Villas</i>
<i>Annadale Place</i>	<i>Avalon Place Apartments</i>
<i>Hawthorne Tract</i>	<i>Rockview Apartments</i>
<i>Chateau Laurel</i>	<i>64t h Place Townhomes</i>
<i>Woodcrest I & II Apartments</i>	<i>Terra Nova Townhomes</i>
<i>Low-Mod Apartments (Scattered Sites)</i>	<i>Playa del Sol Townhomes</i>
<i>De Voltaire</i>	<i>Baldwin Village (Scattered Sites)</i>
<i>Scott Road Terrace</i>	<i>Watson Terrace II Apartments</i>
<i>Foothill Villas</i>	<i>Shepherd Hills Apartments</i>
<i>Imogen (Scattered Sites)</i>	<i>Watts/Athens Preservation</i>
<i>Route 2 (Scattered Sites)</i>	<i>Abajo del Sol Apartments</i>
<i>Stovall Terrace</i>	<i>West Angeles Cathedral (Co-</i>
<i>Curry Temple Senior Apartments</i>	<i>Waldolf Manor</i>
<i>Adams West Apartments</i>	<i>Kenway Estates (Custom Luxury</i>
<i>Harbor Village</i>	<i>Rugby Plaza</i>

BOUGAINVILLE

Tabarre, Haiti



The total estimated development cost of \$52,341,237 with an estimated retail sales value of \$68,035,000. Phase 1a delayed due to Covid-19.

Construction Source and Use								
SOURCES	Phase 1a		Phase 1 b		Phase 2		Phase 3	
Land	\$ 325,000	8.1%	\$ --		\$ 1,675,000	9.1%		
Sunk Cost	\$ 579,850	14.5%	\$ --		\$ --			
Revolving Line	\$ 3,100,000	77.4%	\$ 11,600,000	100.0%	\$ 16,800,000	90.9%	\$ 16,300,000	88.7%
Cash balance from pervious phase			\$ 4,703	0.0%	\$ --		\$ 73,263	0.4%
Cash Proceeds from Sales							\$ 2,000,000	10.9%
Total Sources	\$ 4,004,850	100.0%	\$ 11,604,703	100.0%	\$ 18,475,000	100%	\$ 18,373,263	100%

QT	m2	Type	Description	Gross m2	Sales Price	Gross Sales
35	145	Maison	3 chambres	5,075	\$285,000	\$9,975,000
52	126	Townhouse	3 chambres	6,552	\$235,000	\$12,220,000
64	109	Apartements	3 chambres	6,976	\$210,000	\$13,440,000
40	80	Apartements	2 chambres	3,200	\$180,000	\$7,200,000
120	110	Apartements	3 chambres	13,200	\$210,000	\$25,200,000
311				35,003	\$0	\$68,035,000



HARBOR VILLAGE

Los Angeles, California

A public-private partnership with Related California, The Bedford Group and The Housing Authority of the City of Los Angeles (HACLA), Harbor Village is 400-unit affordable mixed-income multifamily development built in 1996 as part of a comprehensive redevelopment of the Normont Terrace public housing project.

The overall Harbor Village development consists of 624 attached and detached residences, of which 224 units sold to individual homeowners. The community amenities include a community center, two swimming pools, barbecue area, basketball court, four play areas, fitness center and on-site services.

Following the expiration of the development's 15-year Tax Credit Compliance Period in 2012, a comprehensive refinancing and rehabilitation of the property that was completed in 2014.



FINANCIAL CAPACITY

c. The Proposer must include a preliminary financing plan.

PRE-DEVELOPMENT COST

The costs of due diligence items such as environmental site assessments, appraisals, and market studies and all costs associated with project development and the securing of Project financing prior to closing (“Pre-Development Expenses”) will be funded by means of a pre-development loan (“Pre-Development Loan”) and will be repaid as and when Project financing closes. The Developer team acknowledges that the Project will require multiple development phases, each with its own funding source and Pre-Development Expenses attributable to it and that each development phase will have its own separate Pre-Development Loan to be repaid at the time of closing on financing for such development phase; however, some Pre-Development Expenses such as infrastructure, are incurred for the benefit of all development phases and, with respect to these, each development phase will be responsible for its proportionate share.

All Pre-Development Expenses incurred in connection with the Project may be advanced by ADC Communities II (or an affiliate) as Pre-Development Loans and shall bear interest at the annual rate of prime plus 2%, subject to a floor of 5%, payable at the time of closing of on financing for each development phase. The Bedford Group and the minority investors contributing equity to the project (“Minority Equity Pool”) may participate on the same basis as ADC. This source of capital will also cover the cost of the infrastructure that is required prior to the closing of the financing for each construction phase of the project.

As an alternative, the financing for the infrastructure may be treated as a separate phase of the project with institutional financing being accessible at a cost equal to or lower than ADC, Bedford, or the Minority Equity Pool. Under this scenario, the financial institution would be repaid on the same terms as the Pre-Development Loan made by ADC, Bedford, or the Minority Equity Pool.

Phase I

The primary capital stack for the construction and permanent financing of this 340-unit apartment building, 12,000 square feet of retail, and the 9,350 square foot multipurpose building is a HUD 211d4 (d4) loan. This loan will be used for the construction and permanent financing of this phase along with an Opportunity Zone (OZ) Investment. The 221d4 loan will be sized at 85% of the mortgageable cost and the OZ funds will provide up to 90% of the equity. All OZ funds will be invested at the beginning of construction and used to cover non-mortgageable costs, including developer fees, contractor’s profit, construction contingency, and working capital and operating reserves. The reserves and contingencies may also be covered by a letter of credit. In the permanent capital stack, the Minority Equity Pool will have the option to fund a portion of the equity required, and the developer team will defer a portion of its developer fee to cover the 10% equity requirement negotiated with the OZ investors. Any refund of the reserves and contingency would be distributed to the OZ investors to assist in meeting their yield requirement.

Based on estimated annual operating income, expenses and required reserves, this phase is forecasted to have cash available for debt service to meet at least a 1.18 debt service coverage with adequate cash available for distribution to meet the internal rate of return for the each of the equity investors.

Phase II

This is the only development phase that includes for-sale units. The capital stack for this project is based on the appraised value of the land and the amount of the construction loan, which will be between 70–80% of the cost of development. The gap between the value of the land and the construction loan will be covered by the outstanding portion of the Pre-Development Loan that will be paid with the proceeds from the sale of the units. Equity will be provided by the Minority Equity Pool, to the extent of available funds; any equity shortfall will be contributed by some combination of the developers. It is the intent to allow the Minority Equity Pool to participate in the equity for this phase to the maximum extent possible. Disbursements from the construction lender will be based on presales, utilized to build the model Townhomes, and then released at a pace to meet the absorption rate of the project. The 52 for-sale Townhomes will be sold directly to homebuyers who will arrange for their own financing. The Live-Work units may be purchased by the development team with a separate permanent loan that will be repaid from income generated by lease of the units to individual tenants. George Trujillo Incorporated will handle leasing of the live-work units with marketing and management provided by JMG Realty.

FINANCIAL CAPACITY

Phase III

Phase III will use 4% low-income housing tax credits (LIHTC) as the primary equity in the capital stack, so that a portion of the rental units will be affordable to tenants with household incomes at 50% and 60% of the Area Median Income for the Tampa MSA. The 4% LIHTC's require a tax-exempt bond be used for construction financing. A HUD 221d4 loan will be used to collateralize the construction bonds, retire them at construction completion, then convert to permanent financing for this Phase. The d4 loan will be sized to meet the required minimum debt service ratio. Any funding gap during construction can be covered by development partner loans. The gap in permanent loan funds will be covered by deferred developer fees from Phase III.

Land Disposition

The Rome Yard site presents substantial challenges that will be costly to address. The movement and improvement of significant utility lines is required to prepare the site for development. In addition, the site's Brownfields designation signals that environmental remediation likely will be needed but the extent of it will depend on results of an updated environmental assessment. Significant improvements are required to the public streets around the perimeter of the site to improve access and restore connectivity.

In addition to the upfront cost to prepare the site for development, determining a price for the site requires consideration of the income producing potential of the property. InVictus and its team have gone above and beyond the minimum requirements for the RFP in delivering housing for everyone – affordable, workforce, and market rate renters, homebuyers looking for reasonably priced options for urban living – commercial space for small local businesses and startups at reduced rents, a Success Center to provide workforce and entrepreneurial training and business incubation with space set aside for community use, significant public art to incorporate the history and culture of West Tampa, a state of the art community designed to make active transportation the logical choice for its residents and provide safe and easy connectivity the mass transit. These community benefits both increase the cost of the development and depress the revenue it will generate. The reduction in rental income affects debt service coverage, which affects the amount of money that can be borrowed. Absorption of these projected costs and inclusion of these lower or non-revenue generating spaces – all of which are exciting and desirable community benefits – does not leave a lot of room in the budget for land acquisition costs based on identified sources – which again impacts the value of the land.

Including the preceding factors, the InVictus Team has included an **Entitled Value** of \$15.3 million for the land in the financing plan presented herein. This cost of land is offset by three notes (one for each development phase) executed as part of a TIF financing structure. The development will generate substantially more TIF revenue than required to service the notes. This offset in land cost will allow the development to handle most of the extraordinary costs of redeveloping the Rome Yard site.

As an alternative to the TIF land acquisition method, the InVictus Team is willing to pay an **As IS Value** of \$4,825,000 in cash, subject to an appraisal, paid within 30 days of the execution of a purchase and sale agreement for the entire site. Understand that with this option, the amount of extraordinary cost is not substantially covered within the financing structure as presented. As a result, the developer will need the City to participate at a much higher level in the additional site and development improvements necessary to accomplish the shared vision of the development. There will need to be a one for one value from the City in either City completed work or fee reductions to compensate for the **AS IS Value** payment.

As a final alternative to the above, The InVictus Team is willing to work with the City to find a mutually acceptable alternative which may be a combination between **AS IS Value** and **Entitled Value**, using cash, notes and/or equity to arrive at a mutually acceptable development Agreement.

NOTE: In any of the options, the City and the InVictus Team would have the opportunity to agree on the land value and the cost of all the onsite and off-site public right of way improvements, the utility improvements, and the allocation of sources necessary for a successful project.

FINANCIAL CAPACITY

Letters of Interest

As part of putting this proposal together InVictus worked with First Housing Development Corporation of Florida, a Tampa based HUD lender, to validate our financing assumptions for the two HUD 221d4 phases. Attached are two Letters of Interest from First Housing based on their calculations of the loan amounts. These loan amounts vary slightly from the budgets included with this submission as First Housing worked from the preliminary budgets provided to them during the process. Loan amounts will be finalized when a market study and verification of costs are provided at time of the loan application.

Also attached is a Letter of Intent from Alliant Strategic Investments, LLC to provide Opportunity Zone equity through its Qualified Opportunity Zone Fund I, or its assigns, in an amount included in our Preliminary Financing Plan for Phase I of The West End.

FINANCIAL CAPACITY

Building Unit Mix and Square Footages												
The West End - Phase I												
Run Date: 12/10/20								* Blended SF		* Blended SF		
AMI Unit %		AMI	Type	Rent	#of Units	Unit %	Total Rent	Net Sq. Ft.	Gross Sq. Ft.	Total Gross Sq. Ft.	Rent per Net SF	
Unit Inc. %	Select Yes or No	80%	1br/1b	\$1,056	14	4.12%	\$14,784	707	778	10,888	1.49	
22%	No	120%	1br/1b	\$1,249	14	4.12%	\$17,486	707	778	10,888	1.77	
33%	No	140%	1br/1b	\$1,458	14	4.12%	\$20,412	707	778	10,888	2.06	
40%	No	MR	1br/1b	\$1,666	25	7.35%	\$41,650	707	778	19,443	2.36	
50%	No	80%	2br/2b	\$1,266	41	12.06%	\$51,906	950	1,045	42,845	1.33	
60%	No	120%	2br/2b	\$1,494	41	12.06%	\$61,254	950	1,045	42,845	1.57	
80%	Yes	140%	2br/2b	\$1,743	41	12.06%	\$71,463	950	1,045	42,845	1.83	
100%	No	MR	2br/2b	\$1,992	82	24.12%	\$163,344	950	1,045	85,690	2.10	
120%	Yes	80%	3br/3b	\$1,463	14	4.12%	\$20,482	1,100	1,210	16,940	1.33	
140%	Yes	120%	3br/2b	\$1,733	14	4.12%	\$24,262	1,100	1,210	16,940	1.58	
MR	Yes	140%	3br/2b	\$2,022	18	5.29%	\$36,396	1,100	1,210	21,780	1.84	
		MR	3br/2b	\$2,311	22	6.47%	\$50,842	1,100	1,210	26,620	2.10	
TOTAL					340	100%	\$574,281			348,611		
							Common Area Factor	23.95%		83,501	434,611	Gross SF

AMI % by Income Level			% by Unit Type			Bedrooms
at 80%	20.29%	69	1BR	67	20%	67
at 120%	20.29%	69	2BR	205	60%	410
at 140%	21.47%	73	3BR	68	20%	204
at MR	37.94%	129				
	100.00%	340		340	100%	681

FL AMI Income Ave. Calc.	
80%	16.24%
120%	24.35%
140%	30.06%
160%	60.71%
Avg.	131.35%

County AMI Income Limits	
NNMMI (Rural)	\$62,300
Hillsborough County	\$69,200

	1 - persons	2 - persons	3 - persons	4 - persons	5 - persons	6 - persons
22% AMI						
33% AMI						
40% AMI						
50% AMI						
60% AMI						
80% AMI	\$39,440.00	\$45,040.00	\$50,640.00	\$56,240.00	\$60,800.00	\$65,280.00
100% AMI						
120% AMI	\$46,668.48	\$53,311.68	\$59,788.80	\$66,622.99	\$72,037.20	\$77,360.06
140% AMI	\$54,446.56	\$62,196.96	\$69,753.60	\$77,726.82	\$84,043.40	\$90,253.41
MR AMI (160%)	\$62,224.64	\$71,082.24	\$79,718.40	\$88,830.66	\$96,049.60	\$103,146.75

Unit Rent Matrix			
Unit Type	1BR	2BR	3BR
80% Median Income	42,240	50,640	58,520
80% Maximum Gross Rent	1,056.00	1,266.00	1,463.00
Utility Allowance	0.00	0.00	0.00
80% Net Maximum Rent	1,056.00	1,266.00	1,463.00
120% Median Income	49,990	59,789	69,330
120% Maximum Gross Rent	1,249.75	1,494.72	1,733.25
Utility Allowance	0.00	0.00	0.00
120% Net Maximum Rent	1,249.00	1,494.00	1,733.00
140% Median Income	58,322	69,754	80,885
140% Maximum Gross Rent	1,458.04	1,743.84	2,022.13
Utility Allowance	0.00	0.00	0.00
140% Net Maximum Rent	1,458.00	1,743.00	2,022.00
MR Median Income	66,653	79,718	92,440
MR Maximum Gross Rent	1,666.34	1,992.96	2,311.00
Utility Allowance	0.00	0.00	0.00
MR Net Maximum Rent	1,666.00	1,992.00	2,311.00

FINANCIAL CAPACITY

<i>Permanent Sources & Uses Summary</i>			
Run Date: 12/12/20	The West End - Phase I		
<i>Uses</i>	<i>Total Cost</i>	<i>Per Unit</i>	<i>%</i>
Construction	\$64,087,042	\$188,491	63.23%
Permits & Fees	\$1,535,242	\$4,515	1.51%
Financing Costs	\$1,327,400	\$3,904	1.31%
Development Soft Costs	\$3,491,703	\$10,270	3.45%
Residential Subtotal	\$70,441,387	\$207,181	69.50%
Commercial Buildings	\$3,963,000		
Commercial Permit & Fees	\$67,545		
Utility Relocation Infrastructure	\$1,914,500		
Commercial Financing Costs	\$331,850		
Other Site Prep Costs	\$600,000		
Commercial Soft Costs	\$872,926		
Commercial Contractor Fees	\$439,153		
Commercial Subtotal	\$8,188,974		
Acquisition/Land	\$8,369,100		
Developer - Overhead/Admin/Profit	\$12,000,000		
Construction Period Reserves	\$2,355,000		
Overhead Subtotal	\$22,724,100		
Total	\$101,354,461		
<i>Sources</i>	<i>Total Funds</i>	<i>Per Unit</i>	<i>%</i>
Private Equity	\$2,000,000	\$5,882	1.97%
1st Mortgage Loan (Construction Loan)	\$78,500,000	\$230,882	77.45%
Opportunity Funds	\$11,036,825	\$32,461	10.89%
Developer Equity	\$1,448,536	\$4,260	1.43%
TIF Note - Land	\$8,369,100	\$24,615	8.26%
Deferred Sources	\$0	\$0	0.00%
Total	\$101,354,461	\$298,101	100.00%

FINANCIAL CAPACITY

<i>Pro Forma</i>			
<i>The West End - Phase I</i>			
Run Date: 12/10/20			
Year		2022	2023
Projected Income (2% Escalations)	<i>Per Unit</i>	<i>Year 1</i>	<i>Year 2</i>
Rent Revenue	\$20,269	\$6,891,372	\$7,029,199
Washer/Dryer Income	\$0	\$0	\$0
Cable Income	\$0	\$0	\$0
RUBS Income - Ratio Utility Billing System	\$55	\$18,601	\$18,973
Miscellaneous Income	\$31	\$10,431	\$10,640
Parking Income (\$75 Per Month per Space - 15% of Units)	\$75	\$3,825	\$3,902
Commercial/Ancillary Income	\$932	\$316,980	\$323,320
Less: Vacancy Loss (7%)	(\$1,299)	(\$421,300)	(\$429,726)
Total Projected Income	\$20,063	\$6,819,910	\$6,956,308
Operating Expenses (3% Escalations)			
Real Estate Taxes	\$3,139	\$1,067,315	\$1,099,334
Insurance	\$400	\$136,000	\$140,080
Utilities	\$500	\$170,000	\$175,100
Repairs and Maintenance	\$351	\$119,500	\$123,085
Management	\$802	\$272,796	\$280,980
Professional Services	\$100	\$34,000	\$35,020
Rental/Mktg Expenses	\$65	\$22,100	\$22,763
General Administrative	\$90	\$30,500	\$31,415
On-Site Payroll	\$938	\$318,750	\$328,313
Total Expenses	\$6,385	\$2,170,961	\$2,236,090
Reserves for Replacement	\$300	\$102,000	\$102,000
Projected Operating Expenses	\$6,685	\$2,272,961	\$2,338,090
Operating Cash Flow	\$13,377	\$4,546,948	\$4,618,218
Debt Service - First Mortgage	(\$10,495)	(\$3,568,463)	(\$3,568,463)
Debt Service - Second Mortgage	\$0	\$0	\$0
Debt Service - Third Mortgage	\$0	\$0	\$0
Debt Service Coverage Ratio -- First Mortgage		1.27	1.29
Debt Service Coverage Ratio -- All Mortgages		1.27	1.29
Operating Expense Coverage Ratio		3.00	2.98

FINANCIAL CAPACITY

<i>The West End - Townhomes and Live Work - Phase II</i>								
Unit Mix Analysis								
Type	Bed/Bath	Sale Price	Units	Total Rent	Sale Proceeds	Gross Sq. Ft.	Total Gross Sq. Ft.	Rent per Net SF
Market	3br/2b	\$345,000	26	40.63%	\$8,970,000	1,850	48,100	186.49
Market	4br/2b	\$365,000	26	40.63%	\$9,490,000	1,950	50,700	187.18
Live/Work	3br/2b	\$400,000	12	18.75%	\$4,800,000	2,250	27,000	177.78
TOTAL			64	100%	\$23,260,000	Unit GSF	125,800	
Common Area Factor						10.00%	23400	149,200.00
								Total GSF
Gross Proceeds					\$23,260,000			
Less Sales & Closing Costs - 5%					\$1,163,000			
Net Sales Proceeds					\$22,097,000			
Sales Price will be determined at the time the units are for sale and will be scaled by absorption rate and location								

FINANCIAL CAPACITY

<i>Construction Sources and Uses Summary - Phase II</i>			
Run Date: 12/12/20		Townhome & Live/Work Units	
<i>Uses</i>	<i>Total Cost</i>	<i>Per Unit</i>	<i>%</i>
Acquisition/Land	\$1,575,900	\$24,623	7.38%
Construction	\$16,392,496	\$256,133	76.74%
Permits & Fees	\$641,565	\$10,024	3.00%
Financing Costs	\$184,000	\$2,875	0.86%
Interest/Interim Costs	\$470,720	\$7,355	2.20%
Development Soft Costs	\$431,036	\$6,735	2.02%
Project Reserves	\$384,000	\$6,000	1.80%
Developer - Overhead/Admin/Profit	\$1,280,000	\$20,000	5.99%
Total	\$21,359,717	\$333,746	100.00%
<i>Sources</i>	<i>Total Funds</i>	<i>Per Unit</i>	<i>%</i>
Land	\$1,575,900	\$24,623	7.38%
Construction First Mortgage Loan	\$16,400,000	\$256,250	76.78%
Developer Equity	\$3,383,817	\$52,872	15.84%
Total	\$21,359,717	\$333,746	100.00%

FINANCIAL CAPACITY

Building Unit Mix and Square Footages														
The West End - Phase III														
Run Date: 12/12/20														
AMI Unit %		AMI	Type	Net Rent	Subsidy	Gross Rent	#of Units	* Blended SF	* No Subsidy	Total Rent	Net Sq. Ft.	Gross Sq. Ft.	Total Gross Sq. Ft.	Rent per Net SF
Unit Inc. %	Select Yes or No	50%	1br/1b	\$560	\$0	\$560	4	1.83%		\$2,240	700	770	3,080	0.80
22%	No	60%	1br/1b	\$692	\$0	\$692	6	2.75%		\$4,152	700	770	4,620	0.99
33%	No	140%	1br/1b	\$1,458		\$1,458	21	9.63%		\$30,618	700	770	16,170	2.08
40%	No	MR	1br/1b	\$1,666		\$1,666	11	5.05%		\$18,326	700	770	8,470	2.38
50%	Yes	50%	2br/2b	\$674	\$0	\$674	14	6.42%		\$9,436	950	1,045	14,630	0.71
60%	Yes	60%	2br/2b	\$832	\$0	\$832	20	9.17%		\$16,640	950	1,045	20,900	0.88
80%	No	140%	2br/2b	\$1,743		\$1,743	65	29.82%		\$113,295	950	1,045	67,925	1.83
100%	No	MR	2br/2b	\$1,992		\$1,992	33	15.14%		\$65,736	950	1,045	34,485	2.10
120%	No	50%	3br/3b	\$783	\$0	\$783	5	2.29%		\$3,915	1,100	1,210	6,050	0.71
140%	Yes	60%	3br/2b	\$966	\$0	\$966	7	3.21%		\$6,762	1,100	1,210	8,470	0.88
MR	Yes	140%	3br/2b	\$2,022		\$2,022	21	9.63%		\$42,462	1,100	1,210	25,410	1.84
		MR	3br/2b	\$2,311		\$2,311	11	5.05%		\$25,421	1,100	1,210	13,310	2.10
TOTAL							218	100%		\$339,003			223,520	
Common Area Factor							25.00%	55,880			281,900	Gross SF		

AMI % by Income Level			% by Unit Type			Bedrooms
at 50%	10.55%	23	1BR	42	19%	42
at 60%	15.14%	33	2BR	132	61%	264
at 140%	49.08%	107	3BR	44	20%	132
at MR	25.23%	55				
	100.00%	218		218	100%	438

FL AMI Income Ave. Calc.	
50%	5.28%
60%	9.08%
140%	68.72%
160%	40.37%
Avg.	123.44%

County AMI Income Limits	
NNMMI (Rural)	\$62,300
Hillsborough County	\$69,200

	1 - persons	2 - persons	3 - persons	4 - persons	5 - persons	6 - persons
22% AMI						
33% AMI						
40% AMI						
50% AMI	\$24,650.00	\$28,150.00	\$31,650.00	\$35,150.00	\$38,000.00	\$40,800.00
60% AMI	\$29,580.00	\$33,780.00	\$37,980.00	\$42,180.00	\$45,600.00	\$48,960.00
80% AMI						
100% AMI						
120% AMI						
140% AMI	\$54,446.56	\$62,196.96	\$69,753.60	\$77,726.82	\$84,043.40	\$90,253.41
MR AMI (160%)	\$62,224.64	\$71,082.24	\$79,718.40	\$88,830.66	\$96,049.60	\$103,146.75

Unit Rent Matrix			
Unit Type	1BR	2BR	3BR
50% Median Income	26,400	31,650	36,575
50% Maximum Gross Rent	660.00	791.25	914.38
Utility Allowance	100.00	117.00	131.00
50% Net Maximum Rent	\$60.00	674.00	783.00
60% Median Income	31,680	37,980	43,890
60% Maximum Gross Rent	792.00	949.50	1,097.25
Utility Allowance	100.00	117.00	131.00
60% Net Maximum Rent	692.00	832.00	966.00
140% Median Income	58,322	69,754	80,885
140% Maximum Gross Rent	1,458.04	1,743.84	2,022.13
Utility Allowance	0.00	0.00	0.00
140% Net Maximum Rent	1,458.00	1,743.00	2,022.00
MR Median Income	66,653	79,718	92,440
MR Maximum Gross Rent	1,666.34	1,992.96	2,311.00
Utility Allowance	0.00	0.00	0.00
MR Net Maximum Rent	1,666.00	1,992.00	2,311.00
FMR	981	1206	1575

FINANCIAL CAPACITY

<i>Permanent Sources & Uses Summary</i>			
Run Date: 12/12/20	The West End - Phase III		
<i>Uses</i>	<i>Total Cost</i>	<i>Per Unit</i>	<i>%</i>
Residential Construction	41,042,972	188,271	62.30%
Permits & Fees	\$1,116,631	5,122	1.69%
Financing Costs	\$1,651,960	7,578	2.51%
Development Soft Costs	\$2,729,080	12,519	4.14%
Residential Subtotal	\$46,540,644	\$213,489	70.65%
Commercial Buildings	\$1,186,170		1.80%
Commercial Permit & Fees	\$124,070		0.19%
Utility Relocation Infrastructure	\$1,000,000		1.52%
Commercial Financing Costs	\$183,551		0.28%
Other Site Prep Costs	\$300,000		0.46%
Commercial Soft Costs	\$303,231		0.46%
Commercial Contractor Fees	\$298,340		0.45%
Commercial and Unusual Site Fees - Subtotal	\$3,395,363		5.15%
Acquisition/Land	\$5,355,000		8.13%
Developer - Overhead/Admin/Profit	\$9,181,860		13.94%
Construction Period Reserves	\$1,406,070		2.13%
Overhead Subtotal	\$15,942,930		24.20%
Total	\$65,878,936		100.00%
<i>Sources</i>	<i>Total Funds</i>	<i>Per Unit</i>	<i>%</i>
Private/OZ Equity	\$0		0.00%
221 d4 1st Mortgage Loan (Construction Loan - Bonds)	\$46,869,000		71.14%
4% Tax Credit Equity	\$5,941,595		9.02%
TIF Note - Land	\$5,355,000		8.13%
Deferred Developer Fee	\$7,713,341		11.71%
Total	\$65,878,936		100.00%

FINANCIAL CAPACITY

<i>Pro Forma</i>			
<i>The West End - Phase III</i>			
Run Date: 12/12/20			
Year		2022	2023
Projected Income (2% Escalations)	<i>Per Unit</i>	<i>Year 1</i>	<i>Year 2</i>
Rent Revenue	\$18,661	\$4,068,036	\$4,149,397
Washer/Dryer Income	\$0	\$0	\$0
Cable Income	\$0	\$0	\$0
RUBS Income - Ratio Utility Billing System	\$55	\$11,927	\$12,165
Miscellaneous Income	\$31	\$6,688	\$6,822
Parking Income (\$75 Per Month per Space - 15% of Units)	\$75	\$2,453	\$2,502
Commercial/Ancillary Income	\$515	\$112,374	\$114,621
Less: Vacancy Loss (7%)	(\$1,327)	(\$263,762)	(\$269,038)
Total Projected Income	\$18,009	\$3,937,715	\$4,016,469
Operating Expenses (3% Escalations)			
Real Estate Taxes	\$3,211	\$700,007	\$721,007
Insurance	\$400	\$87,200	\$89,816
Utilities	\$500	\$109,000	\$112,270
Repairs and Maintenance	\$366	\$79,850	\$82,246
Management	\$723	\$157,509	\$162,234
Professional Services	\$114	\$24,850	\$25,596
Rental/Mktg Expenses	\$65	\$14,170	\$14,595
General Administrative	\$98	\$21,350	\$21,991
On-Site Payroll	\$774	\$168,750	\$173,813
Total Expenses	\$6,251	\$1,362,685	\$1,403,566
Reserves for Replacement	\$300	\$65,400	\$65,400
Projected Operating Expenses	\$6,551	\$1,428,085	\$1,468,966
Operating Cash Flow	\$11,458	\$2,509,630	\$2,547,504
Debt Service - First Mortgage	(\$9,773)	(\$2,130,577)	(\$2,130,577)
Debt Service - Second Mortgage	\$0	\$0	\$0
Debt Service - Third Mortgage	\$0	\$0	\$0
Debt Service Coverage Ratio -- First Mortgage		1.18	1.20
Debt Service Coverage Ratio -- All Mortgages		1.18	1.20
Operating Expense Coverage Ratio		2.76	2.73

FINANCIAL CAPACITY



December 11, 2020

Mr. Richard Cavalieri
Invictus Development, LLC
1910 West Cass Street
Tampa, FL 33606

Dear Mr. Cavalieri:

First Housing ("Lender") is very pleased to submit a Letter of Interest to provide construction and permanent financing under the FHA Section 221(d)(4) Mortgage Insurance Program for a 340-unit workforce multifamily housing development to be located in the West Tampa Community Redevelopment Area of Tampa, immediately west of Hillsborough River, east of Rome Avenue, south of Columbus Drive, and north of Spruce Street.

Tampa-based First Housing has been in business for 40 over years and has financed over \$1.3 billion in loan transactions of which the majority have been for affordable multifamily housing. Thus, it has a significant commitment to redevelopment in the Tampa area.

As a MAP Lender, First Housing reviewed the projections of the workforce development project provided by Invictus Development, LLC and believes that it would be a good candidate for separate financing under the FHA Section 221(d)(4) Mortgage. This Letter of Interest details the estimated loan amount and terms for the development. However, this letter is not a loan commitment and financing will be subject to HUD approval of an application for mortgage insurance, to be submitted by First Housing, as evidenced by HUD's issuance of a Firm Commitment to insure an FHA Section 221(d)(4) mortgage. The following are the estimated loan terms for the development.

Phase 1. 340-Unit Workforce Development

Loan Amount (Estimate):	\$79,744,900
Loan Interest Rate Per Annum (Estimate):	3.10%
FHA Mortgage Insurance Premium Per Annum:	0.25%
Amortization:	40 years plus Construction Term
Estimated Operating Deficit Reserve:	\$3,679,154
Estimated Working Capital Requirement:	\$3,189,796
Estimated Deferred Developer Fee:	\$1,258,666
Estimated Opportunity Zone Requirement:	\$11,036,825
Estimated TIF Note- Land Purchase	\$8,369,100

The above terms are contingent upon First Housing approval and a commitment from HUD to First Housing for mortgage insurance consistent with those terms.

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The following are the estimated charges (financing costs) that will be applied to the development, assuming a formal loan application:

1. **HUD Exam Fee:** A non-refundable fee equal to .30% of the requested loan amount shall be paid to Lender upon submission of the executed firm commitment application to HUD. For Market Rate Pre-Applications, one-half of the HUD Exam Fee (.15%) must be paid to HUD at the time of Pre-Application submission. If an Invitation Letter is issued by HUD in the Pre-Application stage, the initial fee paid of (.15%) will be applied to the 30-basis point required for the Firm Commitment application. This fee, which will be adjusted to reflect the HUD approved loan amount, is non-refundable.

Lender shall be held harmless: (1) if after HUD's analysis of the appraisal, engineering report and other exhibits, HUD is unable to provide Loan guarantee terms acceptable to the Applicant or (2) if HUD is unable to approve the Loan terms estimated by Lender.

2. **Lender Loan Fees:** A Financing Fee of 1.00% of the loan amount shall be fully earned upon issuance of a FHA Firm Commitment, substantially in accordance with the application submitted to HUD or otherwise accepted by the Borrower, and a Permanent Placement Fee of approximately \$50,000 is due and payable to Lender at closing and will be applied to legal fees.
3. **Mortgage Insurance Premium (MIP):** 0.50% of the approved HUD loan amount, representing the Initial Mortgage Insurance Premium, will be pre-paid to HUD at the time of closing. The 0.50% MIP will be in effect for HUD insured loans that close between October 1, 2020 and September 30, 2021.

Thereafter, 0.25% of the loan amount, representing the On-going Mortgage Insurance Premium, is to be pre-paid annually at the anniversary date of the first monthly payment of principal and interest due under the Note. Said On-going Premium shall be collected monthly on a prorated basis beginning with the first payment of principal and interest due under the Loan Note.

4. **Other Closing Costs:** As and when due, such other charges as are usual in transactions of the type contemplated hereby, including but not limited to surveyor's charges, title insurance premiums, mortgagor's and mortgagee's attorney's fees, environmental consultant fees, radon gas test costs, auditor's fees, etc.
5. **Sale of Loan to Investors:** The loan will be sold to an investor or investors by issuing either one or more Government National Mortgage Association mortgage-backed securities ("GNMA Securities") or by issuing Participation Certificates. If required by the investor, Mortgagor agrees to pay a good faith deposit in an amount equal to one-half of one percent (0.50%) of the loan amount. The Lender agrees to refund the good faith deposit at such

FINANCIAL CAPACITY



time as the Lender receives payment in full for the purchase of the mortgage loan and issuance of the GNMA security.

6. **Professional Fees and Processing Fees:** Under the MAP processing program, with Mortgagor's approval, lender will contract with a HUD-approved market analyst, appraiser, architectural analyst and cost reviewer to prepare the reports required to be submitted with the pre- and firm commitment applications. Mortgagor agrees to pay Lender all costs for required professional reports prior to Lender's contracting of said report.

B. APPLICANT HEREBY AGREES AND ACKNOWLEDGES

1. That the Lender's analysis of the Project and its operations, including all appraisals, engineering reports and other investigations shall be completed or have been completed for the sole benefit of the Lender in its underwriting of the Loan; and
2. That such analysis may not be relied upon for any purpose whatsoever by the Applicant or other entities other than the Lender; and
3. That such analysis, appraisal, engineering reports and other investigations, the Lender's underwriting and the Lender's Loan Commitment do not constitute a representation or warranty by the Lender, or by their agents or employees, to the Applicant or others as to the conditions or value of the Project or as to any other matters related to the Project or its operations.

C. CONDITIONS OF LETTER OF INTEREST

1. Debt Service Coverage Ratio (DSCR) limitations as set forth by HUD for the 221(d)(4) program are subject to change and the underwriting of the estimated mortgage amount is subject to change pending the minimum DSCR allowed by HUD at the time of the Firm Commitment application to HUD.
2. The permanent loan amount for the proposed development will not exceed the estimated loan amount of \$79,744,900 and is subject to change pending final underwriting.
3. The proposed financing is subject to the commitment of other funding sources described above, including the Opportunity Zone Funds and the TIF Note for the Land Purchase.

FINANCIAL CAPACITY



If there are questions regarding the Letter of Interest, please feel free to contact me at 813-283-1038 or by email at wasserman@firsthousingfl.com.

From all of us at First Housing, we thank you for considering us as your multifamily lender and look forward to learning more about this exciting redevelopment opportunity in the City of Tampa.

Very truly yours,

FIRST HOUSING DEVELOPMENT CORPORATION OF FLORIDA


By: _____
Lanie Wasserman, VP of Originations

Date: 12/11/2020

ACCEPTED: 
12/13/2020


By: _____
Richard Cavalieri, Invictus Development, LLC

Date: 12/13/2020

FINANCIAL CAPACITY



December 11, 2020

Mr. Richard Cavalieri
Invictus Development, LLC
1910 West Cass Street
Tampa, FL 33606

Dear Mr. Cavalieri:

First Housing ("Lender") is very pleased to submit a Letter of Interest to provide construction and permanent financing under the FHA Section 221(d)(4) Mortgage Insurance Program for a 218-unit mixed-income multifamily development to be located in the West Tampa Community Redevelopment Area of Tampa, immediately west of Hillsborough River, east of Rome Avenue, south of Columbus Drive, and north of Spruce Street. This development will be funded in part with an allocation of 4% Low-Income Housing Tax Credits.

Tampa-based First Housing has been in business for 40 over years and has financed over \$1.3 billion in loan transactions of which the majority have been for affordable multifamily housing. Thus, it has a significant commitment to redevelopment in the Tampa area.

As a MAP Lender, First Housing reviewed the projections of the mixed-income development provided by Invictus Development, LLC and believes that it would be a good candidate for separate financing under the FHA Section 221(d)(4) Mortgage. This Letter of Interest details the estimated loan amount and terms for the development. However, this letter is not a loan commitment and financing will be subject to HUD approval of an application for mortgage insurance, to be submitted by First Housing, as evidenced by HUD's issuance of a Firm Commitment to insure an FHA Section 221(d)(4) mortgage. The following are the estimated loan terms for the development.

Phase II. 218-Unit Mixed-Income Development

Loan Amount (Estimate):	\$45,023,400
Loan Interest Rate Per Annum (Estimate):	3.10%
FHA Mortgage Insurance Premium Per Annum:	0.25%
Amortization:	40 years plus Construction Term
Estimated Operating Deficit Reserve:	\$2,077,000
Estimated Working Capital Requirement:	\$1,800,936
Estimated 4% LIHTC Equity:	\$5,941,595
Estimated TIF Note- Land Purchase:	\$5,355,000

FINANCIAL CAPACITY



The above terms are contingent upon First Housing approval and a commitment from HUD to First Housing for mortgage insurance consistent with those terms.

The following are the estimated charges (financing costs) that will be applied to the development, assuming a formal loan application:

1. **HUD Exam Fee:** A non-refundable fee equal to .30% of the requested loan amount shall be paid to Lender upon submission of the executed firm commitment application to HUD. For Market Rate Pre-Applications, one-half of the HUD Exam Fee (.15%) must be paid to HUD at the time of Pre-Application submission. If an Invitation Letter is issued by HUD in the Pre-Application stage, the initial fee paid of (.15%) will be applied to the 30-basis point required for the Firm Commitment application. This fee, which will be adjusted to reflect the HUD approved loan amount, is non-refundable.

Lender shall be held harmless: (1) if after HUD's analysis of the appraisal, engineering report and other exhibits, HUD is unable to provide Loan guarantee terms acceptable to the Applicant or (2) if HUD is unable to approve the Loan terms estimated by Lender.

2. **Lender Loan Fees:** A Financing Fee of 1.00% of the loan amount shall be fully earned upon issuance of a FHA Firm Commitment, substantially in accordance with the application submitted to HUD or otherwise accepted by the Borrower, and a Permanent Placement Fee of approximately \$50,000 is due and payable to Lender at closing and will be applied to legal fees.
3. **Mortgage Insurance Premium (MIP):** 0.50% of the approved HUD loan amount, representing the Initial Mortgage Insurance Premium, will be pre-paid to HUD at the time of closing. The 0.50% MIP will be in effect for HUD insured loans that close between October 1, 2020 and September 30, 2021.

Thereafter, 0.25% of the loan amount, representing the On-going Mortgage Insurance Premium, is to be pre-paid annually at the anniversary date of the first monthly payment of principal and interest due under the Note. Said On-going Premium shall be collected monthly on a prorated basis beginning with the first payment of principal and interest due under the Loan Note.

4. **Other Closing Costs:** As and when due, such other charges as are usual in transactions of the type contemplated hereby, including but not limited to surveyor's charges, title insurance premiums, mortgagor's and mortgagee's attorney's fees, environmental consultant fees, radon gas test costs, auditor's fees, etc.
5. **Sale of Loan to Investors:** The loan will be sold to an investor or investors by issuing either one or more Government National Mortgage Association mortgage-backed securities

FINANCIAL CAPACITY



("GNMA Securities") or by issuing Participation Certificates. If required by the investor, Mortgagor agrees to pay a good faith deposit in an amount equal to one-half of one percent (0.50%) of the loan amount. The Lender agrees to refund the good faith deposit at such time as the Lender receives payment in full for the purchase of the mortgage loan and issuance of the GNMA security.

6. Professional Fees and Processing Fees: Under the MAP processing program, with Mortgagor's approval, lender will contract with a HUD-approved market analyst, appraiser, architectural analyst and cost reviewer to prepare the reports required to be submitted with the pre- and firm commitment applications. Mortgagor agrees to pay Lender all costs for required professional reports prior to Lender's contracting of said report.

B. APPLICANT HEREBY AGREES AND ACKNOWLEDGES

1. That the Lender's analysis of the Project and its operations, including all appraisals, engineering reports and other investigations shall be completed or have been completed for the sole benefit of the Lender in its underwriting of the Loan; and
2. That such analysis may not be relied upon for any purpose whatsoever by the Applicant or other entities other than the Lender; and
3. That such analysis, appraisal, engineering reports and other investigations, the Lender's underwriting and the Lender's Loan Commitment do not constitute a representation or warranty by the Lender, or by their agents or employees, to the Applicant or others as to the conditions or value of the Project or as to any other matters related to the Project or its operations.

C. CONDITIONS OF LETTER OF INTEREST

1. Debt Service Coverage Ratio (DSCR) limitations as set forth by HUD for the 221(d)(4) program are subject to change and the underwriting of the estimated mortgage amount is subject to change pending the minimum DSCR allowed by HUD at the time of the Firm Commitment application to HUD.
2. The permanent loan amount for the proposed development will not exceed the estimated loan amount of \$45,023,400 and is subject to change pending final underwriting.
3. The proposed financing is subject to the allocation of funds to be provided through the Issuer of the Cash Collateralized Bond.
4. The proposed financing is subject to the allocation of 4% Low-Income Housing Tax Credits as described above.

FINANCIAL CAPACITY



5. The proposed financing is subject to the commitment of other funding sources as described above, including the TIF Note for the Land Purchase.

If there are questions regarding the Letter of Interest, please feel free to contact me at 813-283-1038 or by email at wasserman@firsthousingfl.com.

From all of us at First Housing, we thank you for considering us as your multifamily lender and look forward to learning more about this exciting redevelopment opportunity in the City of Tampa.

Very truly yours,

FIRST HOUSING DEVELOPMENT CORPORATION OF FLORIDA


By: _____ Date: 12/11/2020
Lanie Wasserman, VP of Originations

ACCEPTED: 
12/13/2020


By: _____ Date: 12/13/2020
Richard Cavalieri, Invictus Development, LLC

FINANCIAL CAPACITY



December 11, 2020

Paula Rhodes
Invictus Development
1910 W. Cass Street
Tampa, FL 33606-1232

Re: The West End, Phase I

Dear Paula,

The following describes the general terms and conditions upon which Alliant Strategic Investments (“ASI”), through its Qualified Opportunity Zone Fund I, or its assigns, contingent upon the completion of its due diligence, underwriting and approval of its investment committee, and Invictus Development, or its designee (“Invictus”) would form an entity (the “Venture”) and provide partial equity financing to participate in the acquisition and development of the project described below (the “Property”).

This letter should be construed as a preliminary summary of terms and not a legally binding commitment, offer or purchase and sale agreement. Furthermore, the terms of this letter are not all-inclusive. Neither party shall be legally bound until such time as each party executes a commitment letter or contract, except as to this paragraph and the Confidentiality, Due Diligence Cost, Brokerage, Governing Law and Consent to Jurisdiction provisions included in this letter. Definitive agreements for the transaction described herein will contain, in addition to the terms and conditions set forth herein, such representations, warranties, guarantees, covenants and other provisions as are customary in transactions of this kind and not inconsistent with this document.

PROPERTY:

The West End, Phase I is a mid-rise, 340-unit, mixed-use, affordable and workforce multifamily housing development, with approximately 12,000 square feet of ground floor retail space and approximately 9,500 of office space, located on approximately 7.02 acres within a Qualified Opportunity Zone in Tampa, Florida in a area generally known as Rome Yard (“West End, Phase I” or the “Property”).

**CAPITAL
STRUCTURE:**

The equity capital of the Venture is anticipated to be contributed approximately 90% by ASI and 10% by Invictus, but may change.

FINANCIAL CAPACITY



The estimated capital structure for the Property will be as follows:

Capital Structure	
Sources:	
ASI Initial Equity (90%)	~\$11,036,825
Invictus Initial Equity (10%)	~\$1,448,536
Private Equity	\$2,000,000
TIF Note	\$8,369,100
Total Equity	~\$22,854,461
Construction Debt	~\$78,500,000
Total Sources	\$101,354,461
Uses:	
Land Purchase	\$8,369,100
Financing Costs	\$1,659,250
Interest Reserves-Construction	\$2,355,000
Permits and Fees	\$1,602,787
Hard Costs	\$71,003,695
Soft Costs	\$4,364,629
Developer Overhead and Profit	\$12,000,000
Total Uses	\$101,354,461

- DUE DILIGENCE:** The Due Diligence period will be set forth in the final agreement between the parties but it is anticipated to be not more than 60 days, with extensions if necessary related to governmental or regulatory approvals and regulations regarding Opportunity Zones.
- LEGAL STRUCTURE:** The Venture will be formed as a limited liability company. Invictus and ASI will be members of the Venture (in such capacity, the “Members”). The initial draft of the Venture’s LLC agreement (the “LLC Agreement”) reflecting the terms of this transaction shall be prepared by ASI.
- DEBT:** The Venture will leverage the Property at a level not to exceed 80% Loan-to-Cost during construction, and 75% Loan-to-Value after completion of construction.
- DISTRIBUTIONS:** Cash flow of the Venture, after establishing reasonable reserves approved by ASI, payment of all expenses (including capital improvements and debt service), and repayment of any outstanding third-party debt (if applicable) will be allocated between Invictus and ASI pro rata based on their relative capital contributions.
- GOVERNANCE:** Invictus will be the “Operating Member” of the Venture and will generally maintain the authority necessary to effectuate the business plan subject to the approval of ASI for major decisions of the Venture. “Major Decisions” will include, but will not be limited to, the following:

FINANCIAL CAPACITY



- Contributions and distributions of capital (and operating cash flow);
- Capital transactions (acquisitions, loans, sales, financing or refinancing);
- Approval of development budgets and any changes thereto;
- Approval of leasing and marketing plans;
- Approval of the annual business plan, including re-positioning, re-tenanting and operating budgets;
- Change of control of Invictus;
- Filing of any bankruptcy proceeding;
- Major capital programs;
- Major changes or deviations from the approved annual business plans or purposes of the Venture;
- Any affiliate or inter-company payments or contractual relationships;
- Future admittance of new members or transfer of membership interests;
- Any merger, reorganization or other change in the Venture; and
- Any changes to the Venture documents.

ASI shall have access to all of the Venture's service providers (e.g., accountants and attorneys) and may give direction to them if the Operating Member is alleged to have breached the Operating Agreement by notice from ASI given in good faith.

REMOVAL:

ASI shall have the right to remove Invictus as the Operating Member upon fraud, gross negligence, willful misconduct or material misrepresentation, breach of or default under the Venture's Operating Agreement or any third-party service agreement, and ASI shall have such other rights and remedies with respect thereto as are customary in a venture of this nature.

DEVELOPMENT:

Invictus and ASI will jointly oversee the development of the Property in accordance with the development budget, with Invictus having primary development oversight responsibility. ASI will have approval rights related to development plan (and implementation thereof) and major personnel decisions related to the development. ASI will also be responsible for review of construction draw requests prepared by Invictus and submission thereof to the construction lender, and related accounting services.

PROPERTY MANAGEMENT:

The Venture will enter into a Property Management Agreement with a third party Property Manager approved by both parties, to oversee, coordinate, and manage the Property. Property Management Fees will not exceed 4.0% of gross operating revenues.

RIGHT TO SELL:

The intent of the parties is to construct, operate and hold the Property for at least 10 years after the equity is placed by the fund consistent with the



expected duration of an investment into a Qualified Opportunity Zone fund; however, ASI will have the right to cause the Venture to sell the Property at any time after receipt of certificate of occupancy if market conditions are such that, in ASI's sole discretion, it would be advantageous to do so. Invictus will have a right of first refusal to buy the interests of ASI upon ASI's determination to sell the property, at the fair market value as determined in good faith by a nationally recognized accounting or valuation firm selected by ASI; if either party disagrees with such valuation, the parties will obtain a second opinion of the fair market value as determined in good faith by a different nationally recognized accounting or valuation firm selected by Invictus and approved by ASI, and the average of the two valuations shall be the applicable purchase price. The costs of obtaining any such valuations will be split 50/50 between ASI and Invictus.

Closing:

The closing of the proposed transaction is conditioned upon customary contingencies, including but not limited to:

(a) Customary due diligence on all assets, including financial, legal, engineering and environmental review;

(b) Receipt of a qualified term sheet from a lender known to ASI (or a loan commitment if ASI does not have adequate prior experience with the lender) and approval thereof by ASI and lender's indication of readiness to fund the loan at closing (ASI will not provide any lender required guaranties. Any such lender required guaranties or carve-out guaranties shall be the responsibility of Invictus); and

(c) Approval from ASI's Investment Committee, following completion of its due diligence and satisfactory documentation of the proposed transaction including acceptable representations and warranties in such form as is agreed to by Invictus and ASI in each party's sole and absolute discretion. In particular, ASI must complete the following diligence items to its satisfaction prior to proceeding:

- Completion of real estate due diligence;
- Confirm all governing and/or regulatory agencies with oversight of the Property are committed to issuing all necessary permits;
- Complete review of and approve construction cost and timing;
- Complete review of and approve business plan, lease up schedule, the operating budget, including revenues, expenses, debt service, etc.
- Meet, as applicable, with city representatives to confirm entitlements and support for the project;
- Receive acceptable construction loan term sheets;
- Formation of ownership entities;
- Definitive agreements, including any operating agreements between Invictus and ASI, construction contracts and property

FINANCIAL CAPACITY



- management agreements;
- Title Insurance;
- Insurance for applicable entities;
- Establishment of bank accounts for participating entities; and
- All conditions precedent to the funding of the loan(s) have been satisfied in full and the applicable Lender(s) is immediately prepared to fund the loan and close without further action.

DUE DILIGENCE COSTS:

All legal costs associated with negotiating the Venture's Operating Agreement shall be borne by the Member that incurred such costs. All third-party financing costs will be included as a Venture cost. All other closing costs related to this transaction will be treated as capital contributions in the proportionate shares of the respective Members of the Venture (provided that if ASI for any reason determines not to proceed with the Venture prior to executing the Operating Agreement, each party shall bear their own costs in negotiation of such documents and due diligence of the project).

Once the Operating Agreement has been executed by Invictus and ASI, ASI will fund its pro-rata share of agreed-upon costs to date and its pro rata share of continuing costs of the Venture thereafter.

CONFIDENTIALITY:

The parties agree that the terms of this letter of intent are confidential and will not be disclosed to third parties (other than attorneys, advisors, consultants, lenders, and other necessary parties) without the approval of ASI and Invictus.

BROKERAGE:

Each party will be individually responsible for their respective fees due to brokers, consultants, or investment bankers. Each party shall indemnify the other party against claims made for any and all fees and commissions of any other brokers claimed to be due and payable in connection with the sale of the Property.

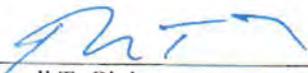
FINANCIAL CAPACITY



We appreciate the opportunity of potentially forming a venture to acquire and develop the Property. Should Invictus find these terms acceptable, please so indicate by signing below. The execution of any subsequent definitive agreements will be subject to the approval of both parties.

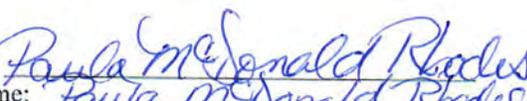
Sincerely,

Alliant Strategic Investments LLC

By: 
Name: Russell T. Ginise
Title: President

ACKNOWLEDGED AND AGREED TO THIS 14th DAY OF December, 2020:

Invictus Development

By: 
Name: Paula McDonald Rhodes
Title: President/Manager

FINANCIAL CAPACITY

WEST END DEVELOPMENT MARKET COMPARABLE SURVEY

December 11, 2020



COMMUNITY	OCC %	1 BR - 1 BA						2 BR - 1 BA						2 BR - 2 BA						3 BR - 2 BA						STRAIGHT AVERAGES			WEIGHTED AVERAGES			
		MIX	SQ FT	RENT	\$/SF	NET RENT	NET \$/SF	MIX	SQ FT	RENT	\$/SF	NET RENT	NET \$/SF	MIX	SQ FT	RENT	\$/SF	NET RENT	NET \$/SF	MIX	SQ FT	RENT	\$/SF	NET RENT	NET \$/SF	SQ FT	RENT	\$/SF	MIX	SQ FT	RENT	\$/SF
(1) ANCHOR RIVERWALK Units: 394 Built: 2018 Floors: 5 109 W Fortune St, Tampa PHONE Managed by: The Connor Group	100%	(15)	528	\$1,549	2.93	\$1,549	2.93	s					(26)	1,046	\$2,499	2.39	\$2,499	2.39	(2)	1,359	\$3,499	2.57	\$3,499	2.57	990	\$2,288	2.31	(394)	864	\$1,988	2.30	
(2) AURORA Units: 351 Built: 2016 Floors: 4 124 S Morgan St, Tampa PHONE Managed by: Richman	94%	(46)	577	\$1,628	2.82	\$1,628	2.82	s					(10)	998	\$1,999	2.00	\$1,999	2.00	(5)	1,666	\$3,917	2.35	\$3,917	2.35	967	\$2,077	2.15	(351)	895	\$2,013	2.25	
(3) MANOR RIVERWALK Units: 400 Built: 2019 Floors: 8 202 S Parker St, Tampa PHONE Managed by: Related	95%	(24)	570	\$1,626	2.85	\$1,626	2.85	s					(1)	913	\$2,457	2.69	\$2,457	2.69	(8)	1,491	\$3,714	2.49	\$3,714	2.49	1,054	\$2,638	2.50	(400)	1,029	\$2,565	2.49	
(4) NINE15 Units: 362 Built: 2017 Floors: 23 915 N Franklin St, Tampa PHONE Managed by: Greystar	93%	(16)	572	\$1,670	2.92	\$1,670	2.92	s					(16)	1,019	\$2,601	2.55	\$2,601	2.55							835	\$2,063	2.47	(362)	848	\$2,063	2.43	
(5) NoHo FLATS Units: 311 Built: 2013 Floors: 4 401 N Rome Ave, Tampa PHONE Managed by: Greystar	97%	(100)	621	\$1,382	2.23	\$1,382	2.23						(34)	953	\$1,832	1.92	\$1,832	1.92	(6)	1,555	\$2,692	1.73	\$2,692	1.73	950	\$1,800	1.90	(311)	836	\$1,656	1.98	
MARKET AVERAGES (Straight Avg) Market Trended at 3%	96%	(1151)	758	\$1,876	2.48	\$1,876	2.48	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(584)	1,150	\$2,515	2.19	\$2,515	2.19	(83)	1,560	\$3,748	2.40	\$3,748	2.40	982	\$2,307	2.35						
MARKET AVERAGES (Weighted Avg) Market Trended at 3%	96%	(1151)	732	\$1,790	2.45	\$1,790	2.45	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	(584)	1,128	\$2,383	2.11	\$2,383	2.11	(83)	1,596	\$3,930	2.46	\$3,930	2.46				(1818)	898	\$2,078	2.31		



WEST TAMPA CRA TAX INCREMENT REVENUE PROJECTIONS



FINANCIAL CAPACITY

WEST TAMPA COMMUNITY REDEVELOPMENT AREA TAX INCREMENT FINANCIAL MODEL, FY17-18 TO FY37-38)													
1-Aug-18													
Revenue and Expenditure Sources and Types	Base Year FY15-16	Actual FY16-17	Budgeted FY17-18	FY18-19	FY19-20	Projected FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	Projected FY25-26	FY26-27	FY27-28
TAXABLE VALUE & INCREMENT (\$)													
Base Taxable Value (1)	274,135,643	315,837,278	361,874,696	401,422,162	421,493,270	442,567,934	464,696,330	487,931,147	512,327,704	537,944,089	564,841,294	593,083,359	622,737,526
North Hyde Park Known New Projects (2)				47,218,800	80,000,000	113,500,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000
New West River Development (3)						7,000,000	14,000,000	21,000,000	28,000,000	35,000,000	42,000,000	49,000,000	56,000,000
TOTAL TAXABLE VALUE	274,135,643	315,837,278	361,874,696	448,640,962	501,493,270	563,067,934	625,696,330	655,931,147	687,327,704	719,944,089	753,841,294	789,083,359	825,737,526
ANNUAL TAX INCREMENT		41,701,635	87,739,053	174,505,319	227,357,627	288,932,291	351,560,687	381,795,504	413,192,061	445,808,446	479,705,651	514,947,716	551,601,883
95% OF INCREMENT		39,616,553	83,352,100	165,780,053	215,989,746	274,485,676	333,982,653	362,705,729	392,532,458	423,518,024	455,720,368	489,200,330	524,021,789
ANNUAL REVENUES (\$)													
Tax Increment Revenues	0	459,940	1,005,935	2,000,717	2,606,672	3,312,630	4,030,670	4,377,314	4,737,278	5,111,227	5,499,861	5,903,914	6,324,157
Other Revenues													
A.													
B.													
C.													
TOTAL - Other Revenues	0												
TOTAL REVENUES (\$)	0	459,940	1,005,935	2,000,717	2,606,672	3,312,630	4,030,670	4,377,314	4,737,278	5,111,227	5,499,861	5,903,914	6,324,157
ANNUAL EXPENDITURES (\$)													
Operations													
A.													
B.													
C.													
TOTAL - Operations	0												
Incentives and Related													
A.													
B.													
C.													
TOTAL - Incentives & Related	0												
Capital Projects													
A.													
B.													
C.													
TOTAL - Capital Projects	0												
TOTAL EXPENDITURES (\$)	0												
NET REVENUES (\$)													
ANNUAL	0	459,940	1,005,935	2,000,717	2,606,672	3,312,630	4,030,670	4,377,314	4,737,278	5,111,227	5,499,861	5,903,914	6,324,157
CUMULATIVE		459,940	1,465,875	3,466,592	6,073,264	9,385,894	13,416,564	17,793,878	22,531,156	27,642,383	33,142,245	39,046,159	45,370,316
(1). Projections of base taxable values reflect an average annual growth rate of 5.0 percent beginning in FY19-20.													
(2). Known new residential developments in North Hyde Park area to be completed and added to the tax roll over the next four years total \$147 million in taxable value, including Havana Square in 2018 at \$47,218,800.													
(3). Proposed market rate housing and commercial development in the Tampa Housing Authority's West River development area have an estimated taxable value of \$91million spread over 13 years beginning FY20-21.													

FINANCIAL CAPACITY

TAMPA COMMUNITY REDEVELOPMENT AREA TAX INCREMENT FINANCIAL MODEL, FY17-18 TO FY37-38)										
g-18										
				Projected						
Y28-29	FY29-30	FY30-31	FY31-32	FY32-33	FY33-34	FY34-35	FY35-36	FY36-37	FY37-38	TOTAL
3,874,403	686,568,123	720,896,529	756,941,355	794,788,423	834,527,844	876,254,237	920,066,948	966,070,296	1,014,373,811	
7,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	147,000,000	
3,000,000	70,000,000	77,000,000	84,000,000	91,000,000	91,000,000	91,000,000	91,000,000	91,000,000	91,000,000	
3,874,403	903,568,123	944,896,529	987,941,355	1,032,788,423	1,072,527,844	1,114,254,237	1,158,066,948	1,204,070,296	1,252,373,811	
9,738,760	629,432,480	670,760,886	713,805,712	758,652,780	798,392,201	840,118,594	883,931,305	929,934,653	978,238,168	
0,251,822	597,960,856	637,222,842	678,115,427	720,720,141	758,472,591	798,112,664	839,734,740	883,437,920	929,326,259	
6,761,399	7,216,491	7,690,324	8,183,836	8,698,011	9,153,626	9,632,023	10,134,339	10,661,771	11,215,574	134,717,709
										0
										0
										0
0	0	0	0	0	0	0	0	0	0	0
6,761,399	7,216,491	7,690,324	8,183,836	8,698,011	9,153,626	9,632,023	10,134,339	10,661,771	11,215,574	134,717,709
										0
										0
										0
0	0	0	0	0	0	0	0	0	0	0
										0
										0
										0
										0
6,761,399	7,216,491	7,690,324	8,183,836	8,698,011	9,153,626	9,632,023	10,134,339	10,661,771	11,215,574	134,717,709
2,131,715	59,348,205	67,038,529	75,222,365	83,920,376	93,074,003	102,706,025	112,840,364	123,502,135	134,717,709	

FINANCIAL CAPACITY

d. Bonus points will be provided, up to 5 points, for Proposers who include financial equity partners of a minority status.

Minority Equity

The Bedford Group of Companies (TBC), an African American member of the West End Development Team has in addition to other roles in the project the responsibility of developing a pool of minority local investors.

Upon the Selection of the West End team to develop Rome Yard, TBC will organize an entity to complete the raise of at least \$5,000,000 in local minority funds to participate in the predevelopment and equity of the project.

To demonstrate the current existence of a minority pool TBC's has committed \$500,000. Evidence of TBC's capacity to seed the pool is shown in the personal financial statement of Charles Quarles the owner of TBC, submitted in confidential sealed envelopes with this response.

Without control of the site and access to only the West End financial plan, TBC has been able to identify more than a few qualified individuals connected to or living in the Tampa Bay area that have an interest in funding a West End minority pool. Several of those interested individuals have responded by submitting conditional equity commitments and supporting documentation

Having minority money, especially from the Tampa area, invested in this development sends a strong message to the community that the City of Tampa is committed to inclusion of minorities in opportunities for the creation of wealth.

Attached are the various commitment letters of those able to respond now.

Date	Name	Location	Amount	Proof of Funds
12/08/2020	Garrett Johnson	Tampa	\$100,000	Bank Letter*
12/09/2020	Moss, LLC / Cedric Powell	Tampa	\$1,500,000	Term Sheet
12/10/2020	Ralph A. Smith	Tampa	\$10,000	Brokerage Statement*
12/11/2020	Boyce Bowden	Tampa	\$15,000	Credit Union Letter
12/14/2020	Gerard Bell	Tampa	\$250,000	Vanguard Statement*

**These statements are confidential and exempt from public disclosure under Fla. Stats. Section 119.071(1)(c). These statements are contained in envelopes separate from this response and submitted with the other Proposal Documents.*

December 8, 2020

Charles Quarles the City of Tampa,
The Bedford Group of Companies
12400 Wilshire Blvd., Suite 850
Los Angeles, CA. 90025

RE: Commitment Letter for Rome Yard Mixed-Use Development

Mr. Quarles,

This letter represents Garrett Johnson (the "Investor"), an individual investor as in the state of Florida with offices located at 1661 Hanchett Ave, San Jose, California, 95128, commitment to The Bedford Group of Companies ("Developer") a California Corporation with offices located at 12400 Wilshire Blvd, Suite 850, Los Angeles, California 90025, to invest \$100,000 in the Rome Yard Mixed -Use Development Project in Tampa Florida, herein referred to as "Project".

Developer has formed a joint venture with InVictus Development a Florida limited liability company (the "Developers"), to participate in a competitive bid process conducted by the City of Tampa Florida to gain control of an 18-acre site for the purpose of developing the Project.

Developer has provided to Investor certain preliminary information about the concept, financial needs, and financial returns for the Project. Developer has invited Investor to participate in the Project through the investment of \$100,000. I, the Investor, am an African American that has the capacity to fund this investment as evidenced by the financial information attached with this letter.

The Investor's commitment is subject to the Developers being awarded control of the Project on terms and conditions acceptable to the Investor. The Investor commitment is then further subject to the formation of a single purpose Florida limited liability company, then concludes with the negotiations and execution of a definitive operating agreement between the Investor and the Developer.

We are genuinely excited at this opportunity and look forward to moving forward with this relationship.

This agreement expires on June 30, 2021.

Respectfully,
Garrett Johnson

Signature  _____
BA8C361FB1CA47B...

Date: 12/8/2020

Name: Garrett Johnson

Title: Managing Partner

December 9, 2020

Charles Quarles the City of Tampa,

The Bedford Group of Companies

12400 Wilshire Blvd., Suite 850

Los Angeles, CA. 90025

RE: Commitment Letter for Rome Yard Mixed-Use Development

Mr. Quarles,

This letter represents (INSERT INVESTMENT GROUP NAME) (the "Investor"), an investment group formed as a _____ Mocs LLC _____ (type of legal entity) in the state of Florida with offices located at _____ 603 Jackson St. Tampa, FL 33602, commitment to The Bedford Group of Companies (Mocs LLC) a California Corporation with offices located at 12400 Wilshire Blvd, Suite 850, Los Angeles, California 90025, to invest (1,500,000.00) in the Rome Yard Mixed -Use Development Project in Tampa Florida, herein referred to as "Project".

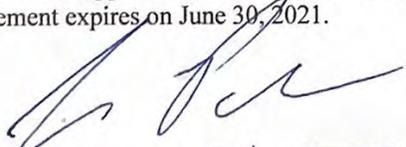
Developer has formed a joint venture with InVictus Development a Florida limited liability company (Mocs LLC), to participate in a competitive bid process conducted by the City of Tampa Florida to gain control of an 18-acre site for the purpose of developing the Project.

Developer has provided to Investor certain preliminary information about the concept, financial needs, and financial returns for the Project. Developer has invited Investor to participate in the Project through the investment of up to \$5,000,000. We, the Investor, are an African American group that has the capacity to fund this investment as evidenced by the financial information attached with this letter.

The Investor's commitment is subject to the Developers being awarded control of the Project on terms and conditions acceptable to the Investor. The Investor commitment is then further subject to the formation of a single purpose Florida limited liability company, then concludes with the negotiations and execution of a definitive operating agreement between the Investor and the Developer.

We are genuinely excited at this opportunity and look forward to moving forward with this relationship. This agreement expires on June 30, 2021.

Respectfully,

(Mocs LLC) Signature 

Date: 12/11/20 Name: Courtney Powell

Title: Founder

December 10, 2020

Charles Quarles the City of Tampa,
The Bedford Group of Companies
12400 Wilshire Blvd., Suite 850
Los Angeles, CA. 90025

RE: Commitment Letter for Rome Yard Mixed-Use Development

Mr. Quarles,

This letter represents Ralph A. Smith (the "Investor"), as an individual investor and citizen of the state of Florida whose primary address is 1101 Ray Charles Boulevard, Tampa, FL 33602. This letter represents my commitment to The Bedford Group of Companies ("Developer") a California Corporation with offices located at 12400 Wilshire Blvd, Suite 850, Los Angeles, California 90025, to invest up to \$10,000 in the Rome Yard Mixed -Use Development Project in Tampa Florida, herein referred to as "Project".

Developer has formed a joint venture with InVictus Development a Florida limited liability company (the "Developers"), to participate in a competitive bid process conducted by the City of Tampa Florida to gain control of an 18-acre site for the purpose of developing the Project.

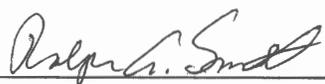
Developer has provided to Investor certain preliminary information about the concept, financial needs, and financial returns for the Project. Developer has invited Investor to participate in the Project through the investment of up to \$10,000. I, the Investor, are an African American male that has the capacity to fund this investment as evidenced by the financial information attached with this letter.

The Investor's commitment is subject to the Developers being awarded control of the Project on terms and conditions acceptable to the Investor. The Investor commitment is then further subject to the formation of a single purpose Florida limited liability company, then concludes with the negotiations and execution of a definitive operating agreement between the Investor and the Developer.

We are genuinely excited at this opportunity and look forward to moving forward with this relationship.

This agreement expires on June 30, 2021.

Respectfully,
Ralph A. Smith

Signature 

Date: Dec. 10, 2020

Name: Ralph A. Smith

Title: Individual Investor

December (INSERT DAY), 2020

Charles Quarles the City of Tampa,
The Bedford Group of Companies
12400 Wilshire Blvd., Suite 850
Los Angeles, CA. 90025

RE: Commitment Letter for Rome Yard Mixed-Use Development

Mr. Quarles,

This letter represents Bryce Bowden (the "Investor"), an African American investor in the state of Florida with office located at 128 Star Shell Dr. Apollo Beach, FL 33572, commitment to The Bedford Group of Companies ("Developer") a California Corporation with offices located at 12400 Wilshire Blvd, Suite 850, Los Angeles, California 90025, to invest (\$15,000) in the Rome Yard Mixed -Use Development Project in Tampa Florida, herein referred to as "Project".

Developer has formed a joint venture with InVictus Development a Florida limited liability company (the "Developers"), to participate in a competitive bid process conducted by the City of Tampa Florida to gain control of an 18-acre site for the purpose of developing the Project.

Developer has provided to Investor certain preliminary information about the concept, financial needs, and financial returns for the Project. Developer has invited Investor to participate in the Project through the investment of up to \$5,000,000. We, the Investor, are an African American group that has the capacity to fund this investment as evidenced by the financial information attached with this letter.

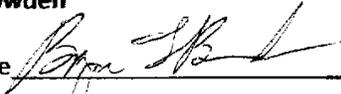
The Investor's commitment is subject to the Developers being awarded control of the Project on terms and conditions acceptable to the Investor. The Investor commitment is then further subject to the formation of a single purpose Florida limited liability company, then concludes with the negotiations and execution of a definitive operating agreement between the Investor and the Developer.

See Proof of investment fund attached

We are genuinely excited at this opportunity and look forward to moving forward with this relationship.

This agreement expires on June 30, 2021.

Respectfully,
Bryce Bowden

Signature  _____

Date: 12-11-2020

Name: Bryce Bowden

Title: Owner



December 11, 2020

Xceed Financial Credit Union
888 North Nash Street
El Segundo, CA 90245

To Whom It May Concern:

This letter is to confirm that on December 9, 2020 the balance of the Prime Money Market account number ending 0289 of Bryce L. Bowden was \$112,251.19.

If you have any questions, please feel free to contact us at 800.932.8222. Associates are available from Monday through Friday, 6:00 a.m. to 6:00 p.m. PST.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Avelino Tuason', is written over a light blue horizontal line.

Avelino Tuason
Contact Center Team Manager

December 14, 2020

Charles Quarles
The Bedford Group of Companies
12400 Wilshire Blvd., Suite 850
Los Angeles, CA. 90025

RE: Commitment Letter for Rome Yard Mixed-Use Development

Mr. Quarles,

This letter represents Ruth and Gerard Bell (the "Investor"), individual investors in the state of Florida located at 1347 Deerbourn drive, Wesley Chapel, FL 33543, commitment to The Bedford Group of Companies ("Developer") a California Corporation with offices located at 12400 Wilshire Blvd, Suite 850, Los Angeles, California 90025, to invest \$250,000 in the Rome Yard Mixed - Use Development Project in Tampa Florida, herein referred to as "Project".

Developer has formed a joint venture with InVictus Development a Florida limited liability company (the "Developers"), to participate in a competitive bid process conducted by the City of Tampa Florida to gain control of an 18-acre site for the purpose of developing the Project.

Developer has provided to Investor certain preliminary information about the concept, financial needs, and financial returns for the Project. Developer has invited Investor to participate in the Project through the investment of up to \$5,000,000. We, the Investor, are African American and have the capacity to fund this investment as evidenced by the financial information attached with this letter.

The Investor's commitment is subject to the Developers being awarded control of the Project on terms and conditions acceptable to the Investor. The Investor commitment is then further subject to the formation of a single purpose Florida limited liability company, then concludes with the negotiations and execution of a definitive operating agreement between the Investor and the Developer.

We are genuinely excited at this opportunity and look forward to moving forward with this relationship.

This agreement expires on June 30, 2021.

Respectfully,
Ruth & Gerard Bell

Signature  Name RUTH BELL Date 12/14/2020

Signature  Name GERARD BELL Date 12/14/2020

EXPERIENCE & QUALIFICATIONS

a. The chart below outlines the anticipated team structure for the InVictus Team.

TEAM STRUCTURE & STAFF



EXPERIENCE & QUALIFICATIONS

b. Identify key project management and planning team members.

Invictus Development, LLC

Paula Rhodes
Richard Cavalieri

The Bedford Group

Charles Quarles
John Brown

ADC Communities II, LLC

Shawn Horwitz
Wil Smolden
Matt Breiner

Stantec

Keith Greminger
David Kemper
Adam Carnegie
Alexia Rotberg

Bessolo Design Group, Inc.

Kevin Bessolo
Lauren Sabol

Sylla International, Inc.

Cheikh Sylla

Progressive Engineering and Construction, Inc.

Bridget Morello

Mechanik Nuccio Hearne & Wester, P.A.

Frank Hearne

Pedal Power Promoters, LLC

Christine Acosta

Solution Services Tampa, Inc.

Jeanette LaRussa Fenton

Sula Too, LLC

Ersula Odom

Compspring, LLC

Lisa Dilts

Walker & Company

Lance Walker, Jr.
Alan Fredrickson

LEMA Construction

Johnathon Stanton
Gregory Hayes
John Obreiter

Fresh Start Development, Inc.

Katina McClinton

The Ariel Business Group, Inc.

Thomas Huggins

JMG Realty, Inc.

Bonnie Smetzer

Sulzer, Inc.

Michelle Sulzer
Rob Sulzer
Marc Myers

George Trujillo, Inc.

George Trujillo

EXPERIENCE & QUALIFICATIONS

c. Specific Roles and Responsibilities – Development Team

As lead developer, InVictus will:

- Assume overall responsibility for the implementation of the development
- Recommend property disposition with supporting rationale
- Ensure the development is designed and constructed in accordance with the requirements of the City as set forth in the Development Agreement executed with the City
- Ensure that all requirements of the Community Benefit Agreement are met,
- Adhere to the timelines memorialized In the Development Agreement and pay damages if the project is not completed on time
- Make provision for meaningful performance and completion guarantees, and
- Maintain appropriate insurance policies at levels specified in the Development Agreement and which name the City as an additional insured and indemnify the City.

The Bedford Group (Bedford) and ADC Communities II (ADC II) will contribute their expertise and capacity – both human and financial – to support the InVictus efforts with respect to implementation of the development, satisfaction of all requirements of and agreements with the City, including adherence to the development schedule and the provision of guaranties, insurance, and indemnification.

Significant roles and areas of responsibility are set out below, identifying the team member filling the role and fulfilling the responsibilities.

Agreements and Financing

InVictus will manage the preparation, review, and negotiation of all legal documents pertaining to the development, coordinating closely with legal counsel for the development as well as counsel for other development team members. All development partners will be responsible for reviewing and approving all documents.

InVictus will initiate and manage all financial discussions with lenders and equity investors for the development in consultation with Bedford and ADC II. ADC II and Bedford will be involved in all major financial discussions and all material decisions will result from discussion among the three co-developers.

Entitlements and Approvals

InVictus and Stantec will work together to secure all necessary entitlements and development approvals for all zoning, infrastructure, utilities, and site related issues.

InVictus will work with the architects and contractors to complete drawings, submit, and obtain permits for all buildings and work on the development.

Project Management – Design and Implementation

InVictus Development – will be the “boots on the ground” developer. The InVictus office is less than one mile from the development site. The expected project management activity includes:

- Review of civil engineering and architectural plans.
- Working with staff, consultants, and elected bodies to manage and complete the design and city approval process.
- Communication and coordination with the members of the consultant team, including land planners, engineers, architects, utility companies and other third-party consultants, as well as the construction team.
- Monitoring the development process by updating schedules, budgets, timelines, financial information, projections, and closings as necessary.
- Ensuring the completion of tasks within acceptable time frames through the preparation, review, and management of schedules by coordinating and managing participants.
- Preparing for and presenting organizational objectives and projects at community meetings.
- Assisting with the preparation of consultant bids. Reviewing and managing consultants and building construction contracts /contractors.

- Monitoring construction progress through periodic on-site observations.
- Keeping abreast of regulatory changes affecting development and platting requirements to take advantage of or compensate for the changes which may impact the project.

The Bedford Group – Located in Los Angeles, The Bedford Group will review all civil and engineering plans, contracts, schedules, bids, and any other construction documents. Bedford will participate in all meetings remotely with periodic visits to the development site as warranted.

ADC Communities II – Will monitor the development process remotely in a similar manner to Bedford. ADC has two construction professionals on staff to monitor construction and pre-construction to make sure that all systems and schedules are effectively managed.

Stantec – Will assign a project manager that will head the design and approvals of all entitlements, infrastructure, utilities, and site related issues for all phases. This includes both land planning and civil engineering.

Bessolo Architects – Will be responsible for all architecture and design construction documents as well as monitoring and approving construction progress and draws for all phases except the townhome – live/work phase.

Sylla International – Will be responsible for all architecture and design documents for the townhome and Live/Work phase of the development. Sylla will monitor and approve the construction progress as well as the construction draws.

Frank Hearn and Progress Engineering – Will assist in the funding alternatives to pay for the mitigation and Progress will budget and perform the mitigation should environmental issues arise.

Pedal Power Solutions – Will assist in the design of mobility options for the development to ensure bicyclist and pedestrian friendly design.

Solution Services Tampa – Will assist in community engagement, community support, business partners for the “Success Center” to offer workforce and entrepreneurial training and other community-based activities.

Sula Too – Will introduce the West Tampa history and culture into the design of the development. Sula will assist with the various culture-honoring art and design pieces of the development.

Compspring – Will assist with placemaking and commercial and family market analytics.

Construction Management

Walker & Company – General contractor for Phase I and Phase II.

LEMA Construction – General contractor for the Townhomes and Live/Work Units.

Fresh Start – General contractor assistance for the Townhome and Live/Work phase.

Ariel Business Group – Ensure minority participation in all aspects of construction and development. Advertise, assist with certification, and work with the contractors to place companies and individuals.

Marketing and Leasing

JMG Realty – Property manager for all rental units including leasing, tenant relations, maintenance management, compliance management, budgeting, and reporting

Sulzer – Marketing materials, branding, website development

George Trujillo – Retail and office leasing. Work with leasing brokers to lease out the property.

Commercial Retail and Office Management (TBD) – For all commercial space, will manage, maintain, and lease, as well as oversee maintenance management, compliance maintenance, tenant relations, budgeting, and reporting.

Realtor to Sell Townhomes (TBD) – Show and sell the townhomes.

On-going Maintenance and Reporting

JMG Realty will track the onsite maintenance and upkeep of all properties within the development. Property management will hire a maintenance crew to maintain all locations within the development. Site maintenance company will be hired to maintain all exterior aspects of the entire development

EXPERIENCE & QUALIFICATIONS

d. Staff and Team Capacity

InVictus Development certifies that all the members of the InVictus Team are immediately available to start work on the Rome Yard redevelopment project. There are no existing time commitments of the team members or their respective proposed staff that would impair the ability of the InVictus Team to proceed expeditiously.

The InVictus Team commits to hiring additional professional staff necessary to address the needs of this development. Given the local nature of the InVictus Team, the City can rest assured we are committed to looking first to Tampa residents and businesses when filling new positions for this project. The InVictus Team further commits to finding City of Tampa WMBE and SLBE firms to supplement the current team members where appropriate.

The principals of InVictus are aware of the commitment required to deliver multi-phase developments in accordance with an established project schedule and budget. We have successfully done so time and again over the years. From the first development they worked on together, the replacement of public housing stock destroyed during Hurricane Charley with an award winning mixed-income development for the Punta Gorda Housing Authority, to their first development as InVictus, an award winning mixed-income multi-phase development for the City of Orlando and the Orlando CRA, the InVictus principals have acquired and honed the ability to anticipate issues, plan for contingencies, address unforeseen problems, and maintain the forward momentum of their projects.

The InVictus Team has completed many similarly sized projects in a timely and efficient manner, while providing high quality workmanship and organization.

InVictus understands that doing a good job requires the right tools. As the saying goes, if your only tool is a hammer every problem looks like a nail. The substantial knowledge and experience of the team we have assembled, and the many areas of expertise they represent provides us with the tools we need to deliver on our proposal. Each member of the InVictus Team has the demonstrated ability to perform their role in the proposed development and achieve the results demanded of them. References for key personnel of the team are included with their resumes as part of this Tab 5 at tab 5.e.

e. Resumes of Key Personnel

The following pages contain resumes for key personnel of the InVictus Team.



Paula Rhodes

President | Co-Founder
InVictus Development, LLC

Developer

Education

Juris Doctor, Duke University School of Law

Bachelor of Arts, Institute of Policy Sciences and Public Affairs, Duke University

Affiliations

Board of Directors - United States Court of Appeals for the D.C. Circuit

Board of Directors, Former Board Chair and President - Coalition of Affordable Housing Providers



Paula is President and co-founder of InVictus Development, LLC, an affordable housing development company operating in the states of Florida, Alabama, and Georgia. Prior to forming InVictus in October 2015, Ms. Rhodes was Director of Development for a real estate developer and in charge of development of Norstar Real Estate's multifamily, affordable, and workforce housing projects throughout the States of Florida and Alabama. She was responsible for all aspects of the Florida and Alabama development process from beginning to end, including identification of projects, site development, construction, financing, operation, and compliance.

Since 2014, Ms. Rhodes has been an active member of the Board of Directors, Board Chair and President of the Coalition of Affordable Housing Providers ("CAHP"), Florida's affordable housing industry vehicle for advocating legislative initiatives related to affordable housing. She remains an active member of CAHP's Board and serves as liaison to the Florida Housing Finance Corporation to promote private sector, local government, and public housing authority interests. Ms. Rhodes is a frequent invited speaker at various industry conferences, including the Florida Housing Coalition Annual Conference, Novogradac Annual Tax Credit Developers Conference, and the Affordable Housing Investor's Council Spring Meeting.

Project Experience

Parramore Oaks – Orlando, Florida

In 2016, InVictus Development was selected by the City of Orlando and the City of Orlando Community Redevelopment Area to redevelop City-owned property located in the historic African American Parramore community and within the Downtown Orlando CRA. Parramore Oaks is a 211-unit mixed-income family development, the first phase of which consists of 120 units of affordable (80%) and market rate (20%) units. The second phase of development will consist of a total of 91 units targeting families with incomes ranging from 30% to 80% of Area Median Income "AMI".

The Lodges on Lincoln – Selma, Alabama

In 2018, InVictus Development and the City of Selma, Alabama broke ground on the \$9.5 million dollar development of The Lodges on Lincoln, a 56-unit low-income development serving individuals making no more than 50 and 60-percent of Area Median Income ("AMI").

Additional Project Experience:

- Landngs at Cross Bayou - St. Petersburg, Florida*
- Pinellas Heights - Largo, Florida*
- Renaissance Preserve - Fort Myers, Florida*
- Venetian Walk, Phase I -Venice, Florida*
- The Verandas of Punta Gorda - Punta Gorda, FL*
- Sunrise Park, Phase I - Lake Wales, Florida*
- Appaloosa Run Apartments – Andalusia, Alabama
- Columbus Square - Montgomery, Alabama

* denotes projects completed with other firms



Rick Cavalieri

Executive Vice President |
Co-Founder

InVictus Development, LLC
Developer

Education

Bachelor of Science in Economics,
University of Michigan

Certifications/Licenses

Certified Florida Building Contractor



Rick is the Executive Vice President and co-founder of InVictus Development, LLC and is in charge of preliminary site selection, entitlements, development and design, project management, and all construction activities of multifamily projects.

Prior to founding InVictus, Mr. Cavalieri was responsible for site selection and due diligence activities at Primerica Group One, Inc. and later Norstar Development USA, commercial retail and multifamily housing developers in Tampa, Florida. In these roles, Rick served as owner's representative and Development Manager on all affordable housing developments throughout Florida. As part of the development process, Rick focuses on securing site entitlements, coordinating the efforts of architects, planners, engineers, and other design professionals, as well as overseeing all site planning, permitting, and approval processes.

Project Experience

Parramore Oaks – Orlando, Florida

In 2016, InVictus Development was selected by the City of Orlando and the City of Orlando Community Redevelopment Area to redevelop City-owned property located in the historic African American Parramore community and within the Downtown Orlando CRA. Parramore Oaks is a 211-unit mixed-income family development, the first phase of which consists of 120 units of affordable (80%) and market rate (20%) units. The second phase of development will consist of a total of 91 units targeting families with incomes ranging from 30% to 80% of Area Median Income "AMI".

The Lodges on Lincoln – Selma, Alabama

In 2018, InVictus Development and the City of Selma, Alabama broke ground on the \$9.5 million dollar development of The Lodges on Lincoln, a 56-unit low-income development serving individuals making no more than 50 and 60-percent of Area Median Income ("AMI").

- Landings at Cross Bayou - St. Petersburg, Florida*
- Pinellas Heights - Largo, Florida*
- Renaissance Preserve - Fort Myers, Florida*
- Venetian Walk, Phase I - Venice, Florida*
- The Verandas of Punta Gorda - Punta Gorda, FL*
- Sunrise Park, Phase I - Lake Wales, Florida
- Appaloosa Run Apartments – Andalusia, Alabama
- Columbus Square - Montgomery, Alabama



John E. Brown

The Bedford Group

Co-Developer

MBE

Education

Bachelor's in Accounting, California State University, Dominguez Hills

Affiliations

Social Entrepreneurship and Chage Advisory Board, Pepperdine University Graduate School of Education and Psychology

Advisory Board, Real Estate Associate Program - Los Angeles Chapter

Board of Directors, Christian Foundation of the West

Awards

California State University at Dominguez Hills Student Achievement Award

California State University at Dominguez Hills Outstanding Alumni Award

American Institute of Certified Public Accountants Achievement Award



John E. Brown has over 45 years of experience in real estate, finance, and accounting. John joined The Bedford Group of Companies ("Bedford") in 1994 as a Development Associate and is now Executive Vice President in charge of analyzing the feasibility and financing of the company's residential and commercial real estate developments.

Mr. Brown has successfully developed various affordable multi-family housing projects as well as market-rate apartments, condominium and townhome communities across the greater Los Angeles area, San Diego and Las Vegas. During his career, Mr. Brown has also assisted in the placement of equity and debt into several black-owned businesses, including Founders National Bank, Bob Lott Productions, Honey's Kettle, Gorilla Life, Matah, Grenada Nutmeg Oil, The Tulsa Project, and African Trade Link and Expo.

On a personal and professional level, John is dedicated to the educational and professional development of minority real estate developers, entrepreneurs and community-based organizations. He is recognized as a passionate mentor and teacher who enjoys giving his time to enhance the careers of many young urban professionals, executives and business leaders.

Project Experience

- 11th Avenue Apartments
- Avalon Terrace Apartments
- Nicolet Avenue Apartments
- West Angeles Villas
- Avalon Place Apartments
- Harvard Yard Apartments
- Rockview Apartments
- 64th Place Townhomes
- Rugby Plaza
- Carondelet
- Coronado
- West Park
- Gilbert Lindsey Manor
- Marlton Villas
- Villa Nueva
- Venicia Villas
- Lynwood Gardens
- Griffith Avenue Apartments
- Chesley Court
- Bellflower Apartments (Scattered Sites)
- Joanne Villas
- Annadale Place
- Hawthorne Tract
- Chateau Laoreal
- Woodcrest I & II Apartments
- Low-Mod Apartments (Scattered Sites)
- De Voltaire
- Scott Road Terrace
- Foothill Villas
- Imogen (Scattered Sites)
- Route 2 (Scattered Sites)
- Stovall Terrace
- Francisquito Villas
- First Interstate Bank
- Denver Homes
- Bedford Arbors
- Bedford Parc
- Bedford Promenade
- Athens Terrace
- Glenmary Senior Apartments
- Las Mariposas Apartments
- Terra Nova Townhomes
- Playa del Sol Townhomes
- Baldwin Village (Scattered Sites)
- Watson Terrace II Apartments
- Shepherd Hills Apartments
- Watts/Athens Preservation Apartments
- Abajo del Sol Apartments
- West Angeles Cathedral (Co-Developer)
- Waldorf Manor
- Kenway Estates (Custom Luxury Homes)
- Curry Temple Senior Apartments
- Adams West Apartments
- Harbor Village



Charles Quarles

The Bedford Group

Co-Developer

MBE

Charles Quarles is President of The Bedford Group of Companies ("Bedford") which he founded in the 1980's with the goal of creating a diversified development entity with the ability to vertically integrate the real estate development process. Over the last 40 years, the Bedford Group has become one of Los Angeles' leading real estate development firms serving the needs of urban communities throughout Southern California.

With over four decades of hands-on, executive experience in the Real Estate Development Industry, Mr. Quarles has established a reputation for his rock-solid business acumen, as well as for his comprehensive expertise in developing successful urban infill communities. In his spare time Mr. Quarles is dedicated to using his development expertise and experience to make an impact in communities. He is an avid supporter and contributor to various local community-based organizations including local high schools, universities and real estate training programs. Most recently he has developed a passion for revitalization and housing efforts in the country of Haiti.

Education

MBA, Harvard University

Bachelor's Degree in Business Administration, California State University, Los Angeles

Awards

Los Angeles' Most Influential African Americans Movers and Shakers Award, 2015 - National Action Network, LA's Vanguard Awards

Legacy Entrepreneurship Award, 2013 - 84th Far West Regional Conference of AKA Sorority, Inc.

Entrepreneur of the Year, 2006 - Black MBA Association

Project Experience

- 11th Avenue Apartments
- Avalon Terrace Apartments
- Nicolet Avenue Apartments
- West Angeles Villas
- Avalon Place Apartments
- Harvard Yard Apartments
- Rockview Apartments
- 64th Place Townhomes
- Rugby Plaza
- Carondelet
- Coronado
- West Park
- Gilbert Lindsey Manor
- Marlton Villas
- Villa Nueva
- Venicia Villas
- Lynwood Gardens
- Griffith Avenue Apartments
- Chesley Court
- Bellflower Apartments (Scattered Sites)
- Joanne Villas
- Annadale Place
- Hawthorne Tract
- Chateau Laoreal
- Woodcrest I & II Apartments
- Low-Mod Apartments (Scattered Sites)
- De Voltaire
- Scott Road Terrace
- Foothill Villas
- Imogen (Scattered Sites)
- Route 2 (Scattered Sites)
- Stovall Terrace
- Francisquito Villas
- First Interstate Bank
- Denver Homes
- Bedford Arbors
- Bedford Parc
- Bedford Promenade
- Athens Terrace
- Glenmary Senior Apartments
- Las Mariposas Apartments
- Terra Nova Townhomes
- Playa del Sol Townhomes
- Baldwin Village (Scattered Sites)
- Watson Terrace II Apartments
- Shepherd Hills Apartments
- Watts/Athens Preservation Apartments
- Abajo del Sol Apartments
- West Angeles Cathedral (Co-Developer)
- Waldorf Manor
- Kenway Estates (Custom Luxury Homes)
- Curry Temple Senior Apartments
- Adams West Apartments
- Harbor Village





Shawn Horwitz

Co-Developer

Opportunity Zone

Funding Partner

Alliant Strategic

Investments

From 1990 to 1997, Mr. Horwitz was employed by a nationally recognized tax credit syndication firm as its Executive Vice President and Chief Financial Officer where he was responsible for the financial affairs of the company and its affiliates.

Additionally, he was integrally involved in raising equity, the acquisition process, and the company's day-to-day running. From 1984 to 1989, Mr. Horwitz was employed in the Chicago office of Altschuler, Melvoin & Glasser as Senior Manager in the real estate industry group. From 1981 to 1984, he was employed as an auditor by Arthur Young & Co.

Education

Bachelor of Commerce in Accounting, Rhodes University, South Africa

Licenses/Certifications

American Institute of Certified Public Accountants



Brian Goldberg

Opportunity Zone

Funding Partner

Alliant Strategic

Investments

Brian Goldberg is the President of Alliant Capital, Ltd. Mr. Goldberg began his employment with Alliant in 1997, where his initial responsibility was overseeing the financial affairs of the Company and its affiliates. In January 2010, he assumed his current title, responsible for the oversight of all financial and asset management operations.

From 1990 to 1997, he was employed as the Chief Financial Officer of a large real estate investment company that developed and managed residential and commercial real estate throughout the United States. From 1985 to 1990, he was employed by Arthur Andersen in the Enterprise Group.

Education

Bachelor of Science, Accounting, University of Denver

Licenses/Certifications

American Institute of Certified Public Accountants





Russell Ginise

Opportunity Zone

Funding Partner

President

Alliant Strategic

Investments

Mr. Ginise oversees the firm’s affordable preservation and workforce housing and Qualified Opportunity Zone investment initiatives. Mr. Ginise has extensive experience in both affordable and market rate multifamily housing, having led or directed firms that have collectively owned or managed over 100,000 apartment units in more than 40 states.

Most recently, Mr. Ginise was Managing Director of Affordable Equity Investments at a private investment firm, where he directed the sourcing, underwriting and acquisition of workforce housing and the effort to raise capital for those acquisitions. Previously, Mr. Ginise was president of a private company that acquired, owned and operated 3,000+ units of market rate and workforce housing apartments in multiple states. He was responsible for sourcing investor capital and developing the firm’s investment strategy, as well as directing real estate acquisitions, underwriting, operations and asset management, all while hiring talent and building the organization.

Mr. Ginise previously worked in senior leadership positions for national tax credit investment firms, where he was a Managing Director and led the origination and fund (the buy and sell) side of the LIHTC operation. He has overseen the investment of more than \$2.5 billion in LIHTC equity in tax credit properties during his career. In addition, Mr. Ginise directed the asset management of a portfolio of 32,000 affordable units at subsidiary of a publicly held company.

Education

Juris Doctorate, Pepperdine University School of Law
Bachelor of Arts, University of California - Los Angeles

Memberships

Urban Land Institute, Affordable and Workforce Housing Council



Eddie Lorin

Opportunity Zone

Funding Partner

Alliant Strategic

Investments

Edward Lorin is the Managing Partner and co-founder of SRC and a co-founder of ASI. He has more than 22 years of experience in investment real estate. Between 2001 and 2007, he was the principal owner of a firm that was the exclusive acquisition advisor to a large national apartment company where he led the acquisition of 130 properties; 25,000+ units contained in over \$2.2 billion in real estate. Prior to that time, Mr. Lorin was solely responsible for the acquisition of more than \$700 million in office, industrial and apartment community assets. Mr. Lorin managed and leased class A office buildings and retail space for Douglas Emmett/Jon Douglas Commercial and sold various sale-leaseback properties with Damon Raike & Company. Mr. Lorin also spent 8 years in the asset management and development of 5 million square feet of shopping centers and industrial complexes while employed by private, entrepreneurial Los Angeles investors.

Education

Bachelor's, University of California, Los Angeles





Jeanette LaRussa Fenton

Community Liaison,
Workforce Training,
Small Business
Consultant

Solution Services
Tampa, Inc.

WBE

Education

M. S. Management, National University

B. A. Sociology and Mass Communications (double major), University of South Florida

Associates of Arts, Hillsborough Community College

Licenses/Certifications

Certificate in Community Real Estate Development, University of South Florida

Florida Real Estate Sales License

Toastmasters International
Advanced Communicator –
Silver level

Jeanette LaRussa Fenton is a fourth generation and lifelong resident of Tampa. As Founder of Solution Services Tampa, Inc., she specializes in community and economic development, communications, community outreach, governmental affairs, strategic planning, staff and resource development, program/project creation and implementation.

Prior to starting Solution Services in 2016, Jeanette held several positions within the City of Tampa over 20 years including Urban Development Manager, where she managed the West Tampa and Drew Park Community Redevelopment Areas, Director/Assistant Director, Intergovernmental Relations and Manager, Urban Development and Job Training.

Before working at the City of Tampa, she was employed with Hillsborough County government for almost 20 years in various capacities, including social services, civil rights outreach and compliance, growth management, and community development.

Honors

- Florida Redevelopment Association Lifetime Achievement Award
- City of Tampa – 2016 Josephine Howard Stafford Memorial Award
- Hillsborough Community College 40th Anniversary Distinguished Alumni Award
- Italian American Woman of Excellence in Government Award, Italian Club Ladies Auxiliary
- Human Rights Award, Tampa/Hillsborough Human Rights Council
- Outstanding Service Award, Hillsborough County WAGES Coalition
- Woman of Distinction, Suncoast Girl Scouts Council
- Excellence in Government Award, Hillsborough County
- Recognition for Outstanding Work - Comprehensive Plan, Hillsborough County Commission
- HUD Outstanding Fair Housing Professional, Southeast Region

Current and Past Affiliations

- West Tampa Chamber of Commerce
- Florida Redevelopment Association (Board of Directors, 2012-2016)
- Athena Society, Inc.
- Powerstories Theatre, Inc. (President, Board of Directors)
- Tampa Catholic High School Consultative Board (Chair 2009-2011)
- Toastmasters, International; Club 3909 (President, Treasurer)
- Network of Executive Women (President 2004-05)
- Florida Association of Intergovernmental Relations (President 2002)
- Florida Commission on Human Relations (Gubernatorial appointment), 1996 - 1999
- Hillsborough Community Housing Resource Board (Founder, President, Board Director), 1983-87
- Italian Club



Ersula Odom

West Tampa
Historian and Arts &
Culture Consultant

Sula Too, LLC



Ersula is a publisher, legacy wall designer, legacy writer, and living history performer. She combines research, life, and professional experiences of rural living, college life, fortune 500 corporate management, spirituality, family, entrepreneurship, sales, genealogy, and publishing, to deliver relative multi-generational and multi-cultural products and services.

Professional Experience

- Created Legacy walls for Hillsborough County Public Schools and the Tampa Housing Authority
- As a legacy writer and author, published 5 books, 3 eBooks, 50 + Power Broker Magazine articles, and 100 + The Weekly Challenger News articles as well as numerous original poetry and essays.
- Conducted research and wrote scripts for 3 short documentaries highlighting the lives of local legends.
- Sula Too LLC is now a publishing company on a mission to help people share their priceless stories.

Community Activities

- Co-Chair of Hillsborough County Public School's African American Historical Task Force's Thurgood Marshall History Clubs Committee
- Member of Tampa Bay Black Heritage Festival planning since 2004
- Member of African American Historical & Genealogical Society since 2006
- Participated in HCPS Black History Fair Exhibits since 2016
- Former member of Mayor's African American Advisory Council, and Tampa City Council's Cultural Asset Advisory Council.



Christine Acosta

Mobilization
Specialist

Pedal Power
Promoters



Christine founded Pedal Power Promoters, LLC in 2014 to spearhead bicycle-friendly initiatives in the Tampa Bay Area. By working closely with private and public sector stakeholders, Pedal Power Promoters seeks to elevate the Tampa Bay region to a world-class status for commuter bicyclists and other modes of mobility.

Professional Experience

Pedal Power Promoters, LLC

Founder & Principal, 2014 - Present

Walk Bike Tampa

Executive Director, 2014 - 2018

Tampa Bike Valet

Founder & Principal, 2014-2017

Education

Bachelor of Arts in Communication, Minor in Government & World Affairs,
University of Tampa

Honors/Awards

City of Tampa's Green Spine Cycle Track Award of Excellence, 2019
Susie Stephens Joyful Enthusiasm Award – Bicycle Advocate of the Year, 2018



Lisa Dilts

Market Analyst /

Placemaking

Consultant

Principal | Compspring

Education

Master of Arts in Real Estate,
University of Florida

Bachelor of Arts, Design
- College of Architecture,
University of Florida

Affiliations

Urban Land Institute



Lisa has over 19 years of experience in real estate advisory roles and has worked with a diverse array of clients including cities, counties, developers, lawyers, national homebuilders, equity funds, and large landowners. She has worked on projects throughout the state of Florida and across the nation and brings the perspective of national success and lessons learned while framing them through a local lens. Her work and client recommendations are recognized as being creative, market supported, and financially feasible.

Ms. Dilts started her career with Ernst and Young's Commercial Real Estate Services Group, where her primary focus was valuation of commercial properties and site selection for industrial and government users, including the National Archives and Records Administration. Subsequent to her employment with Ernst and Young, Lisa worked with RCLCO, a nationally recognized knowledge solutions provider to the real estate industry. Her work at RCLCO included market feasibility studies and analysis of residential and commercial opportunities to maximize market share and financial returns. In addition, she worked for Beazer Homes as a Strategic Market Analyst, where she worked in tandem with the Division President to inform land acquisitions, target market audiences, repositioning of existing communities, and expansion strategies. Ms Dilts re-joined RCLCO in 2006 and helped them open an office in Orlando to establish a presence in Florida. In 2012, Lisa went out on her own and created Compspring, a real estate advisory company. Since its creation, the company has been engaged by a variety of notable clients including Disney, Dr. Phillips Foundation, and The Tampa Bay Rays.

Ms. Dilts has been a speaker at numerous ULI and Home Builder's Association programs and was selected as a recipient of Orlando Business Journal's 40 under 40 award. She is an active member of ULI Central Florida, serving in a leadership role on the Central Florida Executive Committee.

Professional Experience

Compspring - Orlando, Florida

Principal, 2012 - Present

RCLCO Real Estate Advisros - Orlando, Florida

Vice President, 2006 – 2012

Beazer Homes, Orlando, Florida

Strategic Market Analyst, 2005 – 2006

RCLCO, Atlanta, Georgia

Senior Consultant, 2003 – 2005

Ernst and Young Commercial Real Estate Services Group - Atlanta, Georgia

Associate, 2001 – 2003



Thomas Huggins, III

Minority Business Inclusion Consultant

President | Aerial Business Group, Inc.

SLBE, MBE

Education

Bachelor's Business and Finance, College of Charleston, South Carolina



Mr. Huggins is President of Aerial Business Group, Inc., a business and management consulting firm that specializes in Diversity Inclusion and Compliance Management, Program Management, Project and Technology Support and Training. He has diverse experience with projects in various industries across Tampa Bay including Multi-Family Housing and Mixed-Use Development projects. Currently, through Mr. Huggins effort ARIEL is working on Multi Family projects with Venice, Florida Housing Authority, St. Petersburg Housing Authority, Lakeland Housing Authority and has worked on projects Pinellas Housing Authority.

Project Experiences

Florida Housing Authority, St. Petersburg Housing Authority, Lakeland Housing Authority & Pinellas Housing Authority

Subconsultant - Various Multi-Family Projects

Florida Department of Transportation, US Department of Commerce, Tampa Port Authority, Tampa Hillsborough Expressway Authority

Subconsultant - Various Projects

Tampa Sports Authority, Hillsborough County and State of Florida

Subconsultant - Various Projects

Tampa International Airport (TIA) Main Terminal Curbside Expansion (MTCE) Project

Diversity and Inclusion Compliance Consultant for Hensel Phelps

Tampa International Airport (TIA) Consolidated Rental Car Facility and Automated People Mover Project

Diversity Inclusion and Compliance Consultant for Austin Commercial

Community Involvement

Advisory Board Member of the Walton Academy

Advisory Committee, Hillsborough County Small and Minority Business

Board Member, Minority Enterprise Development Corp.

Advisory Board of Visit Tampa



**Frank L. Hearne,
Esq.**

**Brownfield
Consultant**

**Mechanik Nuccio
Hearne & Wester,
P.A.**

As Chairman of the Environmental Practice Group of Mechanik Nuccio Hearne & Wester, P.A. Frank has advised public and private clients involving contaminated sites, including cleanup programs in Florida and other states, federal Superfund sites, Brownfield designation and financial benefits, Brownfield Site Rehabilitation Agreements, site assessment, remedial action, risk assessment and monitoring, Site Rehabilitation Completion Orders, restrictive covenants implementing institutional and engineering controls, negotiation of environmental insurance coverage and assertion and collection of environmental insurance claims.

Representative recent sites include the redevelopment of a large ground transportation site on a permitted landfill in Pinellas County, a Brownfield involving a manufactured gas plant and adjacent property in Tampa, the Delaney Creek Brownfield Redevelopment Area at a former battery recycling site in Tampa, the "Pink Palace" Hotel Brownfield site in Bradenton, the Jacksonville Raceway Brownfield site, the Former Wellcraft Boat Manufacturing Facility Brownfield site in Sarasota, the Tampa IKEA Store Brownfield site and the Avion Project consisting of several hotels and office buildings on a Brownfield site near the Tampa airport.

Affiliations

Board of Directors, Florida Brownfields Association
Member, Florida Bar Environmental and Land Use Section



**Bridget S. Morello
PE**

**Environmental
Remediation
Consultant**

**Progressive
Engineering &
Construction, Inc.**

SLBE

Education

Bachelor of Science, Chemical Engineering, University of South Florida

Ms. Morello has significant experience assessing and remediating sites regulated under CERCLA, RCRA, and state/local regulations. She has worked on more than 175 complex environmental projects subject to intense public and regulatory scrutiny, as well as numerous less-complex projects for a variety of private/ industrial/government clients. Her expertise includes evaluation of remedial alternatives and development of remedial strategies, as well as project management, regulatory negotiations, economic benefit analyses, process design, equipment specification, construction management, chemical, and physical data analysis and permitting.

Project Experiences

- **East Hanna Avenue Brownfield Site - Tampa, Florida**
- **Brownfield Site Rehabilitations - Sun City Center, Florida**
- **Brownfield Site Rehabilitations - North Miami, Florida**
- **CERCLA Superfund sites in EPA Regions 5 and 7:**
 - Verona Well Field Site - Battle Creek, Michigan
 - Clare Water Supply Site - Clare, Michigan
 - Yeoman Creek Landfill Site - Waukegan, Illinois
 - Railroad Avenue Site - West Des Moines, Iowa
 - Granville Solvents, Inc. Site - Granville, Ohio

Licenses/Certifications

Registered Professional Engineer (FL, GA, MI, AL, CT, LA, MS, NC, OH, SC, IL, IA, TN, NJ, AR)

Certified UST Professional, MI, #1104





Kevin J. Bessolo

Lead Architect

AIA

Education

Master of Architecture,
University of Michigan

Bachelor of Design &
Architecture, University of
Michigan

Licenses/Certifications

Registered Architect:

FL #AR0012069

AR #3447

CO #AR304264

CT #12341

GA #RA007765

IL #0011023797

OH #1416051

SC #4969

WI #1148

National Council of Architectural
Registration Boards (NCARB)
#47837



President and Lead Architect Kevin Bessolo founded Bessolo Design Group, Inc. in 1987. He has built a dedicated team that shares a common vision of designing top quality structures with the highest customer service level. For over 33 years, Kevin has been recognized as a leader in architecture and engineering. His multifamily experience includes over 3,200 units and over 100 projects. When designing a multifamily space, Kevin's focus is the resident experience – implementing his expertise to create pleasing environments that residents find appealing.

Project Experience

Tempo at ENCORE! - Tampa, Florida

A residential and mixed-use building, downtown Tampa's Tempo at ENCORE! is located in close proximity to Ybor City, the central business district, and the Channel District. Tempo is the fourth multifamily building within the ENCORE! neighborhood. Adjacent to Tempo is Perry Harvey Park, St. James Church – Tampa African American History Museum and multipurpose recreation fields, among other community amenities.

Pinellas Heights - Pinellas County, Florida

Designed for the Pinellas County Housing Authority, this senior apartment community is conveniently located within walking distance of the Pinellas Trail, parks, beaches, medical centers, shopping, and entertainment. The coastal design of the interior and exterior includes simple yet textured facades. Soft, large light fixtures acknowledge the brightly colored accents throughout the common areas and corridors. Marble and tiled flooring is seen throughout.

FGCU - Fort Myers, Florida

The design of this multifamily project will include 400 units of multiple three and four-story multi-unit buildings (two different types) on a 25-acre parcel. Apartments to be one, two-bedroom and three-bedrooms. 5% mobility and 2% visual and hearing-impaired handicap units will also be provided. All units will meet Universal Design and HUD standards under 221-(d)(4) financing program. Construction will be wood frame, and project construction will be continuous in one phase from start to completion. Amenities will include: community clubhouse, pool, and pool baths.

- Palms at University - Hillsborough County, Florida
- Riverfront First Street - Fort Myers, Florida
- The Reef at Riviera - Palmetto, Florida
- Siena Lakes - Naples, Florida
- Sumter Grand- Sumter, Florida



Cheikh T. Sylla

Co-Architect and Urban Planner/Designer

SYLLA International, Inc.

Education

Master of Architecture, University of Wisconsin-Milwaukee

Master of Urban Planning, University of Wisconsin-Milwaukee

B.S. Architectural Studies, University of Wisconsin-Milwaukee

Licenses/Certifications

Registered Architect:
FL#XXX

Mr. Sylla, founder and president of SYLLA, is a registered architect and urban planner/designer with 33 years of professional experience running his own architecture, urban planning/design, and interior design firm in Tampa. He has worked on several masterplan and urban design and planning projects in Tampa, including downtown revitalization, housing, neighborhood economic development, urban waterfront development, and private/public partnership strategies. As an architect and urban planner/designer, Mr. Sylla is passionate about the planning and design of cities, neighborhoods, and the creation of successful urban spaces that are the hallmark of livable cities.

Project Experiences

- College Hill-Ponce de Leon - Tampa, FL
- Riverview Terrace - Tampa, FL
- Jordan Park - St. Petersburg, FL
- Channelside Masterplan - Tampa, FL
- Tampa Park Development Masterplan - Tampa, FL
- HARTLINE Southern Transportation Plaza
- U.S. Embassy in Dili - East Timor, Southeast Asia
- Tampa Police Department Parking Garage - Tampa, FL
- Middleton High School - Tampa, FL
- Manhattan Tower - Dakar, Senegal (West Africa)
- Miami Tower - Dakar, Senegal (West Africa)
- Steinbrenner High School - Lutz, FL
- Sheehy Elementary School - Tampa, FL



Cynette D. Sylla

Principal-In-Charge and Interior Designer

SYLLA International, Inc.

Education

Bachelor of Fine Arts in Interior Design, International Academy of Merchandising and Design

Attended School of Architecture, University of Wisconsin-Milwaukee

Mrs. Sylla has over 33 years of experience in the fields of both interior design and architecture, though interior design is her main area of professional activities. She has developed extensive experience working with clients and architects to design interiors of various building types. She oversees space planning, selection of all interior finishes, materials, colors, bathroom and kitchen fixtures, lighting fixtures, cabinetry, and artwork. She is heavily involved during construction to ensure that the quality of the work and the finished product are met.

Representative Projects

Tampa Housing Authority - Tampa, FL
P.I.C. of Interior Design

Tampa Park Development, Tampa,
P.I.C. of Interior Design

Steinbrenner High School - Lutz, FL
P.I.C. of Interior Design

Manhattan Tower - Dakar, Senegal (West Africa)
Miami Tower - Dakar, Senegal (West Africa)





David Kemper

Overall Site
Coordination

Civil Engineer |
Stantec

PE

Education

Master of Science, Engineering
Management, Missouri
University of Science &
Technology

Bachelor of Science, Civil
Engineering, Missouri University
of Science & Technology

Dave has 41 years of experience include civil design and management expertise in the areas of site development, transportation, stormwater management, and utility systems. His site development experience includes management and design of residential, office, retail, industrial, institutional, recreational, and mixed-use projects. Dave has been involved with many of the Tampa Bay Region's major development and infrastructure projects, totaling over 150 projects that include major mixed-use (MetWest, Channel District, SouthShore Corporate Park, Clear Springs and Carillon); large-scale suburban residential developments and projects at the Port Tampa Bay.

Project Experience

- MetWest International Urban Mixed-Use Development - Hillsborough County, Florida
- Grand Central at Kennedy | Mercury Advisors - Tampa, Florida
- Tampa International Airport, Commercial Real Estate (CRE) Planning - Hillsborough County, Florida
- Channel District Strategic Action Plan Implementation - Hillsborough County, Florida
- Water Street - Tampa, Florida

Licenses/Certifications

Professional Engineer #36271,
State of Florida



Keith Greminger

Lead Urban
Planning/Design

Architect | Stantec

AIA, NCARB

Education

Bachelor of Architecture,
Kansas State University, Kansas,
Missouri

Keith has 39 years of experience in architecture, urban design and community, commercial and corporate master planning with some of the world's most recognized design firms. He has led several planning and design teams assisting private and public clients with delivery of their projects by creating notable developments, memorable places, livable neighborhoods and connected communities. As a resident of Tampa for more than 34 years, Keith has and continues to serve in leadership roles in numerous professional and civic organizations committed to the practice of health and equity, place-making and improved quality of life in the built environment.

Project Experience

- West River Master Plan* - Tampa, Florida
- West Tampa Community Redevelopment Agency Strategic Action Plan* - Tampa, Florida
- The Riverwalk at Kennedy Boulevard Plaza* - Tampa, Florida
- Tampa Heights Master Plan* - Tampa, Florida

Licenses/Certifications

Registered Architect #30084579, American Institute of Architects
Certified Facilitator, National Charrette Institute (NCI), Detroit, Michigan, 2020

* denotes projects completed with other firms





Adam Carnegie

Lead Planning/ Zoning | Stantec

AICP

Licenses/Certifications

Certified Planner #005326,
American Institute of Certified
Planners

Attorney, The Florida Bar

Adam has over 36 years of experience in the land development / urban planning industry in the public and private sectors. Adam has been the project manager for numerous large scale and high profile land development projects. He has a proven track record of directing multi-disciplinary teams with effective interpersonal communication, negotiation, coordination, and presentation skills. He has also practiced various aspects of real property law for 12 years, including land use and litigation of land use, environmental and eminent domain issues. He is skilled in developing and maintaining relationships with community leaders, officials, developers, and the general public to build consensus for land development projects and other planning initiatives.

Project Experiences

- Midtown Tampa - Tampa, Florida
- Water Street Tampa - Tampa, Florida
- MetWest - Tampa, Florida
- Tampa International Airport, Commercial Real Estate (CRE) Planning - Tampa, Florida
- Channelside Strategic Action Plan - Tampa, Florida

Education

Master of City and Regional Planning, Rutgers University
Bachelor of Arts, Community Development, Rutgers University
Juris Doctor, Stetson University College of Law



Alexia Rotberg

Urban Planner | Stantec

Education

MA, Urban and Regional
Planning, University of South
Florida

BA, Economics, University of
South Florida

Alexia is an Urban Planner based out of Stantec's Tampa, Florida office where she works as part of a multi-disciplinary team to deliver projects to a variety of public and private sector clients. Alexia has over three years of experience working on urban infill projects, large-scale planned developments, community redevelopment area (CRA) plans and public / quasi-public master plans throughout the state of Florida.

Project Experience

- Midtown Tampa - Tampa, Florida
- Water Street Tampa - Tampa, Florida
- Tampa International Airport, Commercial Real Estate (CRE) Planning - Tampa, Florida
- Dr. Martin Luther King, Jr. Boulevard Redevelopment Area Expansion & Plan Update- Fort Myers, Florida
- West End Redevelopment Area Finding of Necessity - Marianna, Florida

Memberships

Member, American Planning Association
Member, Florida Planning and Zoning Association





**Francisco
Domingo**
**Lead Transportation/
Mobility | Stantec**

PE

Education

FDOT, Advanced Work Zone,
Traffic Control, US

Florida Engineering Leadership
Institute, FICE, Graduate

Bachelor of Science, Civil
Engineering, University of
Florida

As the Mobility Solutions Team Lead, Frank assembles a multimodal, multidisciplinary AV Shuttle Deployment Team by connecting the passion and diverse technical know-how within Stantec with new resources in this growing field. He expands Stantec's commitment to enhancing mobility for seniors and persons with disabilities through assistive technology, universal design, and accessible services. Frank applies Stantec's expertise in public-private-nonprofit partnerships to bring smart mobility solutions to new and existing clients.

Project Experiences

- Self-Driving Shuttle Concept Plan, Pinellas County, Florida Pinellas Suncoast Area Transit - Pinellas County, FL
- Sarasota-Manatee Barrier Island Traffic Study, Florida Department of Transportation District 1 - Florida
- New Haven Self-Driving Shuttle Concept Plan and Application to the State - City of New Haven - New Haven, CT
- Jackson Health Self-Driving Shuttle Feasibility Plan | Jackson Healthcare - Alpharetta, GA
- Cortez Ore Transportation Project HEV Prefeasibility Study, Nevada Gold Mines - Elko, NV
- Autonomous Vehicle Shuttle Pilot (Suppliers Matrix), Confidential Entertainment Company - Glendale, CA

Licenses/Certifications

Professional Engineer #C46393, State of California
Professional Engineer #51601, State of Florida





Lance Walker Sr.

General Contractor-
Multifamily and
Commercial

Walker & Company

In 1974, with partner Joe Fisher, he purchased the Construction Division of an integrated Builder/Developer, Condev, and started Walker & Company, Inc. During the past 45 years, Lance has guided the company down a successful path of strategic, controlled growth and servicing clients at the highest level.

Within his community of Central Florida, Lance has served as a trustee of the WMFE TV and Radio Station (PBS), Trustee of the Orlando Museum of Art, Vice President Winter Park Chamber Government Affairs, Director of Winter Park National Bank, Independent Community banks, C & S National Bank and Interlachen Country Club, Chairman of the City of Winter Park Code Enforcement board and member of the Florida Bar Grievance Committee.

Education

Master of Science in Building Construction, University of Florida
Bachelor of Building Construction, University of Florida



Alan Fredrickson

General Contractor-
Multifamily and
Commercial

Walker & Company

LEED AP

Alan joined the Walker Team in 1995 as a Project Manager. In 2007 he became Vice President and Partner with his role shifting to leading the Preconstruction/Estimating Team and providing support to Project Management.

Alan is very hands-on and often becomes an integral part of many client's development teams. He has extensive experience with multi-family, mixed-use, senior housing, educational, healthcare, and all types of commercial construction.

Education

University of Florida

Licenses/Certifications

Certified as a General Contractor in the State of Florida
LEED Accredited Professional





George Trujillo Commercial Leasing

Education

Studied at St. Pete College

Studied Music Theory and Spanish
Language at Harvard University

Licenses/Certifications

Florida Licensed Real Estate Broker
since 1984

Mr. Trujillo is the sole shareholder of George Trujillo Incorporated (GTI), a local, minority-owned company he founded in 2004 to provide commercial site selection, commercial outparcel sales, and commercial leasing services to development companies. For the past 20 years Mr. Trujillo has negotiated leasing contracts with commercial tenants from national “big box” businesses to small local specialty shops for Tampa development company, Primerica Group One, Inc., among other endeavors.

In his early career, Mr. Trujillo held a variety of jobs from workshop presentation administration and book sales for Roger Fisher’s company, Conflict Management, Inc. and held teaching positions in Quito, Ecuador for five years as part of an immersive Spanish language experience. In addition, Mr. Trujillo worked for several years in sales, service, and training for a large distributor of car stereo systems and was promoted to branch manager, first for its Nashville operation and then for its largest branch, which brought him back to Tampa.

Associations

Member, International Council of Shopping Centers



Bonnie Smetzer

Property
Management

Partner/Executive
Vice President

JMG Realty, Inc.

Licenses/Certifications

CPM®, Institute of Real Estate Management

HCCP®, National Association of Home Builders

Bonnie Smetzer is a Partner and Executive Vice President for JMG Realty, Inc. and directly oversees operations in Florida, which encompasses a portfolio of approximately 10,000 apartments. Her apartment management experience includes market feasibility studies, acquisition, renovation, new development, new construction lease-up and stabilization of properties ranging from garden style, mixed-use, mixed-income, affordable, and mid to high rise properties.

Under her supervision, properties in her portfolio have won numerous awards including two Pillars of the Industry Awards, a Pillars finalist recognition for Best Overall Marketing Plan of the year and Outstanding Renovation of the Year from the National Apartment Association. Many other awards have been won by properties or individuals in Florida over the years that were under Bonnie's supervision.

Education

Journalism, University of Georgia

Leadership Lyceum Program, National Apartment Association and Florida Apartment Association

Member

IREM®

Honors/Awards

National Apartment Association's Advocate of the Year Award, 2020



Dawn Walker
Regional Manager

JMG Realty, Inc.

Licenses/Certifications

CAM®

Candidate, CPM®, Institute of Real Estate Management

Blended Occupancy Management Specialist

HCV & Public Housing Rent Calculation Specialist

Dawn has more than 25 years of experience in multi-family property management, development, and new construction. Her portfolio has included properties in Orlando, Miami, Jacksonville, Melbourne, South West Florida and the greater Tampa area of Florida as well as Savannah, Georgia, Virginia and Maryland. Currently, Dawn's portfolio is based in Orlando and Tampa and consists of mixed-income and affordable properties, senior communities, retail components and leads the role as Asset Manager for two student housing communities.

Project Experience

- City View at Hughes Square - Orlando, FL
- Ella at Encore- Tampa, FL
- Tempo at Encore - Tampa, FL
- Reed at Encore - Tampa, FL
- Trio at Encore - Tampa, FL

Education

University of Florida

Member

IREM®





Fred Collins
Vice President
- Construction
Management
JMG Realty, Inc.

Fred Collins has over 38 years of experience in construction management and hands-on building of custom homes and commercial buildings including high-rise, mid-rise and garden style multi-family renovations ranging from two hundred thousand dollars to ten million dollars per project.

Prior to JMG, Fred was employed by Blackwater Construction and General Contracting. During his tenure with Blackwater Construction, he was responsible for projects throughout the state of Florida. In his current position with JMG Realty, he has been responsible for projects ranging from as far south as Miami, Florida, north to the Virginias and as far west as Denver, Colorado. Mr. Collins' extensive knowledge of the Florida State Building Code and Municipal Requirements throughout the state have been a tremendous asset to JMG, Jackson Construction Group, developers and owners since he joined the company in early 1994. Mr. Collins has been a member of the Southern Building Code Congress International, which is now known as the International Code Council, since December of 1995.

Fred was Project Manager for a JMG Redevelopment, The Ashford of Spring Valley, a 5-million-dollar renovation that was granted the 1995 Renovation of the Year Award by the National Apartment Association.

In his current position as Vice President of Construction Management, Fred is responsible for providing construction estimates for capital improvement projects and for major deferred maintenance projects, creating redevelopment and renovation budgets, and performing physical/structural inspections for existing properties and new acquisitions throughout the continental United States.

Fred is also responsible for overseeing multiple renovations and capital improvement projects, contract administration, consultant for new development projects, owner's representatives/liaison; represent owners as an in-house claims adjuster for minor and major insurance claims regarding fire, flood and major wind storm damage. Currently, Fred oversees an average of 9 to 10 million dollars of capital and renovation projects of various aspects on an annual basis, but peak years can be as much as 25 million dollars for the year.

Fred Collins, Vice President of Construction Management, is a member of the International Code Council, State of Florida Notary Public, Certified in Mold Prevention and Remediation





Elizabeth Collins
Compliance Director
JMG Realty, Inc.

Licenses/Certifications

CPM®
HCCP®
SHCM®
HCM-H
CAPS, COS
State of Florida Notary Public

Active in real estate management since 1987, her apartment management experience encompasses all types of multifamily properties including Market Rate, Tax Credit, Renovation, New Construction Lease-up, Government, Bond, Public Housing, Section 8, and Federal/State Compliance. She is experienced with garden style, mid-rise, mixed use and mixed-income properties. Ms. Collins provides leadership in all states across the JMG portfolio for affordable housing. She has overseen compliance in NC, SC, GA, Texas and Florida.

Ms. Collins joined JMG in February 2002 when she was hired to supervise a newly acquired institutional portfolio in Tampa, Florida. During her experience and tenure with JMG Realty, Inc. she has gained valuable knowledge in all aspects of property management and development in diverse and fast-paced environments. Elizabeth's greatest strengths are in the ability to identify opportunities for revenue growth, cost savings, quality improvement, profitability and team building. She has developed by writing and implementing Policies and Procedures to professionally position the company to better service its client base and be proficient and compliant in all aspects Affordable Housing programs. Elizabeth provides leadership, direction and support to a sales driven team of Business Managers in marketing and leasing, resulting in increased occupancy and bottom line performance while collaborating with direct reports, colleagues, industry professionals and executive management to produce innovative marketing and management plans to achieve operating budget goals. Successfully administering the collection of income and management of expenses to produce maximum economic benefit to clients. She provides exceptional customer service to build mutual trust and cooperation with employees and customers, possess a high degree of motivation, proficient at organizing and prioritizing tasks, and has the ability to build teamwork and cooperation among individuals and departments.

Elizabeth is a CPM® and holds numerous designations which include the designation of Section 504 Coordinator and HCM-H awarded by HUD, as well as the HCCP® designation awarded by the National Association of Home Builders, the SHCM® designation awarded by the National Affordable Housing Management Association and the CAPS designation awarded by the National Apartment Association and maintains her Florida Real Estate License. She currently serves on the Bay Area Apartment Association Board of Directors as a Director and previously served as an Executive- 2nd Vice President, and has served on the Board of County Commissioners of Hillsborough County Affordable Advisory Board for the 2007-2011 terms and Tampa Bay Regional Coalition member for the 2009-2012 terms.

Project Experience

- City View at Hughes Square - Orlando, FL
- Ella at Encore- Tampa, FL
- Tempo at Encore - Tampa, FL
- Reed at Encore - Tampa, FL
- Trio at Encore - Tampa, FL
- Merry Place Master Dev., - West Palm Beach, Florida
- Ten 05 Trade - Charlotte, NC
- Renaissance West River - Tampa, FL





Katina McClinton

Co-General
Contractor-
Townhomes

Fresh Start
Development, Inc.

MBE, SBE

Katina is a General Contractor with a solid track record for ensuring client satisfaction while adhering to industry quality standards and sticking within established budgets. She displays a profound knowledge of construction regulations, local zoning ordinances, and techniques for meeting an assortment of construction and building challenges. Katina is well-versed in local building regulations and zoning laws and a sound understanding of materials and equipment procurement procedures.

Education

Associates of Arts,
Hillsborough Community College

Licenses/Certifications

OSHA 30-Hour
Mold Remediation
Mold Assessor

EXPERIENCE & QUALIFICATIONS

f. Experience Other Developments

The InVictus Team will work with the West Tampa community, the West River Community

Redevelopment Agency of the City of Tampa, Tampa Bay Area companies and WMBE companies, and the City of Tampa to create the most imaginative and comprehensive West River Mixed-Use development.

On the next several pages, there are pictures and descriptions of many developments including affordable, market rate, and mixed-use developments in a variety of locations. InVictus Development recently completed the first Phase of a two-phase redevelopment in the Historic Parramore neighborhood of Downtown Orlando for the City of Orlando and the City of Orlando Community Redevelopment Agency. This development mixed both affordable and market rate housing while meeting the City's vision of community engagement and benefit.

The InVictus Team members collectively have completed thousands of multifamily units and for sale townhomes in a variety of Florida cities and across the country. The body of work of the InVictus Team, taken together, speaks to the rich variety of viewpoints brought to the redevelopment effort from multiple experiences with a variety of developments in many unique locales. Too often companies get used to building one variety of building in one way with one development team and lead the community discussion in one direction. The diversity of our Team and its experience with other developments serves to enhance our creativity and increase our capability to deliver the type of development that the City of Tampa and the West Tampa community desire.

InVictus has built a diverse but unified team of development professionals, consultants, architects, contractors, and engineers. Some of their work is on display on the following pages.

g. Community Benefit Agreement Experience

InVictus was competitively selected by the City of Orlando and Orlando Community Redevelopment Agency to redevelop City and CRA-owned land located in the Downtown Redevelopment Area. The site is in the historic African American neighborhood of Parramore and is part of a high profile, high priority redevelopment effort. One of the first steps taken following approval of our selection by the Orlando City Commission was to execute a Development Agreement.

The Orlando Development Agreement acknowledged that the development proposed by InVictus, a 211-unit, multi-phased, mixed-income development would “fulfill a goal of the Downtown Orlando Community Redevelopment Area Plan to improve the variety of housing options within the Area and the ore specific goal for the Parramore Heritage Neighborhood of completing the catalytic redevelopment of the Property,” something that was “a matter of importance to the community.” The City and CRA acknowledged that the Project would enhance and benefit the downtown core an provide a benefit to an area underserved by developments such as the one proposed by InVictus and committed to providing grant funds to further the development proposed by InVictus.

The Orlando Development Agreement required InVictus to undertake the Parramore development with the objective of furthering the Vision Plan that was set forth in the City's solicitation for development proposals, the terms of which were incorporated into the Orlando Development Agreement. Among the solicitation's requirements were the following community benefits:

- No less than 25% of the units would qualify as Affordable Housing
- No less than 5% of the units would qualify as Permanent Supportive Housing with referrals made through the Central Florida Coordinated Entry System to help with the problem of homelessness
- A Public Art component within the development to be approved by the City
- Supportive non-residential uses and community building amenities such as meaningful open spaces or gathering areas
- Community involvement in the development process

EXPERIENCE & QUALIFICATIONS

- Minority/women/local business participation
- Living wage and prevailing wage requirements
- Local hiring goals
- LEED Silver or equivalent certification

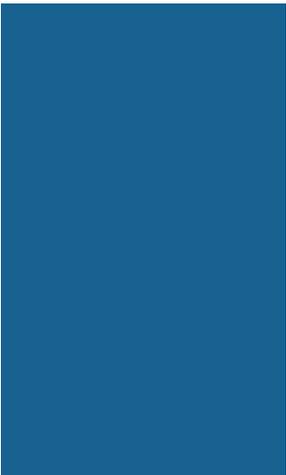
The Invictus Team has included in its proposal elements that meet or exceed the community benefits identified in the RFP and specifically commits to signing a Community Benefit Agreement for the proposed development that encompasses all community benefits and more if the City and the Team feel they needed to further the objectives of the West Tampa Vision and Strategic Action Plans.

THE RESERVE AT RENTON

Renton, Washington

Reserve at Renton (the “Project”) is the new construction of 219 senior rental units in one five-story elevator-served residential building with approximately 7,500 s.f. of ground floor commercial space, situated on +3.67 acres in Renton, Washington. The Project consists of 11 studio units, 163 one-bedroom/one-bath units and 45 two-bedroom/one-bath units. 100% of the units have been set aside for residents 55 years of age and older. 100% of the units will be set aside for tenants with incomes at or below 60% of area median income (“AMI”).

Loan Lender: Washington State Housing Finance Commission
4% Housing Tax Credits



HARBOR VILLAGE

Los Angeles, California

A public-private partnership with Related California, The Bedford Group and The Housing Authority of the City of Los Angeles (HACLA), Harbor Village is 400-unit affordable mixed-income multifamily development built in 1996 as part of a comprehensive redevelopment of the Normont Terrace public housing project.

The overall Harbor Village development consists of 624 attached and detached residences, of which 224 units sold to individual homeowners. The community amenities include a community center, two swimming pools, barbecue area, basketball court, four play areas, fitness center and on-site services.

Following the expiration of the development's 15-year Tax Credit Compliance Period in 2012, a comprehensive refinancing and rehabilitation of the property that was completed in 2014.



PARRAMORE OAKS

Orlando, Florida

In 2016, Invictus Development was selected by the City of Orlando and the City of Orlando CRA to redevelop City-owned property located in the historic African American Parramore community and in the Downtown Orlando CRA. Parramore Oaks is a 211-unit mixed-income family development. The first phase of 120 units contained affordable (80%) and 20% market rate units. The second phase will consist of a total of 91 units and will utilize income averaging to target families with incomes ranging from 30% to 80 AMI. Parramore won an Aurora Award for Architecture and the City of Orlando Golden Brick Award for multifamily development.



Unit Breakdown

211 Units in Two Phases
Phase I Completed – 12/15/2019 – 18-month construction period
Contractor – Royal American Construction
Architect – Forum Architecture
Phase II Construction Start 4/1/2021
Purchased Land from City of Orlando and City of Orlando CRA
Developer Agreement, PSA Agreement

Capital Stack – Phase I

\$20,781,422 - 9% Tax Credits and Opportunity Zone Funds – SunTrust (Truist) Equity Investor
\$5,550,000 - Freddie Mac 1st Mortgage
\$1,148,000 - City of Orlando CRA Funds
\$648,498 – Deferred Developer Fee

Occupancy

100% Occupied by December 31, 2019 and has maintained full occupancy

Development Partners

Invictus Development, LLC
ADC Communities, LLC
Kiss & Company



THE LODGES ON LINCOLN

Selma, Alabama

In 2016, InVictus Development found a site in historic Selma Alabama with a goal of creating affordable housing to serve a struggling community. The struggle continued in the development process through difficult weather and then the Covid pandemic. InVictus was able to complete and occupy this development overcoming these difficult conditions. Though small in the number of units, InVictus is proud of this accomplishment that serves this legendary community.



Unit Breakdown

56 Units in the 1st Phase of Two Phases
Affordable, Disabled, and Homeless Units
Phase I Completed – 3/1/2020 – 14-month construction period
Contractor – Olympia Construction
Architect – McKean Architects

Capital Stack – Phase I

\$7,354,038 - 9% Tax Credits – RBC and Freddie Mac Syndicator and Investor
\$1,600,000 In Federal HOME Funds
\$550,327 in Deferred Developer Fee
Subsidy for the disabled and homeless units
Occupancy
100% Occupied June 30,2020 and has maintained full occupancy

Development Partners

InVictus Development, LLC
ADC Communities, LLC
Olympia Development



APPALOOSA RUN APARTMENTS

Andalusia, Alabama

Appaloosa Run Apartments are family affordable units in Andalusia, Alabama. Andalusia is in South Central Alabama and has several large production manufacturers. The construction lender was Wells Fargo and Alabama Housing Finance Authority administer both the HOME and HTF loans. This development has an excellent amenity set including a children's playground and a gazebo with grills. The units have kitchens with granite countertops and stainless appliances.



Unit Breakdown

56 Units in the One Phase
Affordable, Disabled, and Homeless Units
Phase I Completed – 10/30/2020 – 15-month construction period
Contractor – Olympia Construction
Architect – McKean Architects

Capital Stack – Phase I

\$7,692,498 - 9% Tax Credits – RBC Syndicator and Investor
\$2,363,535 In Federal HOME Funds
\$408,332 National Housing Trust Funds
\$396,530 in Deferred Developer Fee
Subsidy for the 30% ELI, disabled, and homeless units
Occupancy
100% Occupancy Expected Dec. 2020

Development Partners

Invictus Development, LLC
ADC Communities, LLC
Olympia Development



BOUGAINVILLE

Tabarre, Haiti



The total estimated development cost of \$52,341,237 with an estimated retail sales value of \$68,035,000. Phase 1a delayed due to Covid-19.

Construction Source and Use								
SOURCES	Phase 1a		Phase 1 b		Phase 2		Phase 3	
Land	\$ 325,000	8.1%	\$ --		\$ 1,675,000	9.1%		
Sunk Cost	\$ 579,850	14.5%	\$ --		\$ --			
Revolving Line	\$ 3,100,000	77.4%	\$ 11,600,000	100.0%	\$ 16,800,000	90.9%	\$ 16,300,000	88.7%
Cash balance from pervious phase			\$ 4,703	0.0%	\$ --		\$ 73,263	0.4%
Cash Proceeds from Sales							\$ 2,000,000	10.9%
Total Sources	\$ 4,004,850	100.0%	\$ 11,604,703	100.0%	\$ 18,475,000	100%	\$ 18,373,263	100%

QT	m2	Type	Description	Gross m2	Sales Price	Gross Sales
35	145	Maison	3 chambres	5,075	\$285,000	\$9,975,000
52	126	Townhouse	3 chambres	6,552	\$235,000	\$12,220,000
64	109	Apartements	3 chambres	6,976	\$210,000	\$13,440,000
40	80	Apartements	2 chambres	3,200	\$180,000	\$7,200,000
120	110	Apartements	3 chambres	13,200	\$210,000	\$25,200,000
311				35,003	\$0	\$68,035,000



ENCORE!®

Tampa, Florida

ENCORE! is a 40-acre master-planned, mixed-use redevelopment community just north of Downtown Tampa's urban core. Spanning 12 city blocks, ENCORE! is a catalyst for continuing redevelopment between Tampa's Central Business District and Ybor City, Tampa Heights and other neighborhoods. ENCORE! is a sustainably developed transit-oriented master plan that will blend multi-family, retail, office, hotel and a grocery store into an energetic new downtown neighborhood that will be home to young professionals, families and active seniors. This "city within a city" concept is accented by the planned public art, some of which has already been installed, the revitalization of Perry Harvey park which is well underway, the renovation of the old St. James church located on Ray Charles Blvd. currently being redeveloped into an African American history museum and a town square. JMG was retained to manage the four separate mixed-use multi-layer financed affordable apartment communities within the master-planned development and was instrumental in the marketing and lease-up campaign for these new construction assets. More than 2,500 people call ENCORE! home.



NEW CONSTRUCTION:

- JMG assisted in implementing the unit mix and floorplan design, amenities and finishes during development phases
- Worked directly with the owner, developer, builder and architect throughout the construction phase
- JMG personnel attended weekly meetings prior to and during the construction process to ensure all construction compliance per the Florida Housing Universal Design and Visibility Manual were met

LEASE UP:

- Lease-up was completed in record time on all 3 properties in less than 5 months from acceptance of first CO
- Worked with website designer to design property's website, which has averaged 30k-40k hits per month during lease up
- Rent concessions were not necessary on any unit type
- The leasing team worked closely with the local housing authority to obtain approvals and inspections for Section 8 assisted units to meet lease-up deadlines



TEMPO AT ENCORE!®

Tampa, Florida

A residential and mixed-use building, downtown Tampa's Tempo at ENCORE!® is located in close proximity to Ybor City, the central business district, and the Channel District. Tempo is the fourth multifamily building within the ENCORE!® neighborhood. Adjacent to Tempo is Perry Harvey Park, St. James Church – Tampa African American History Museum and multipurpose recreation fields, among other community amenities.

Amenities include: one, two, three, and four-bedroom units, pool with outdoor theater, two-story clubhouse with fitness center, kitchen, library, computer lab and game room, chapel, exhibit space, music rehearsal rooms and 343-car parking garage.

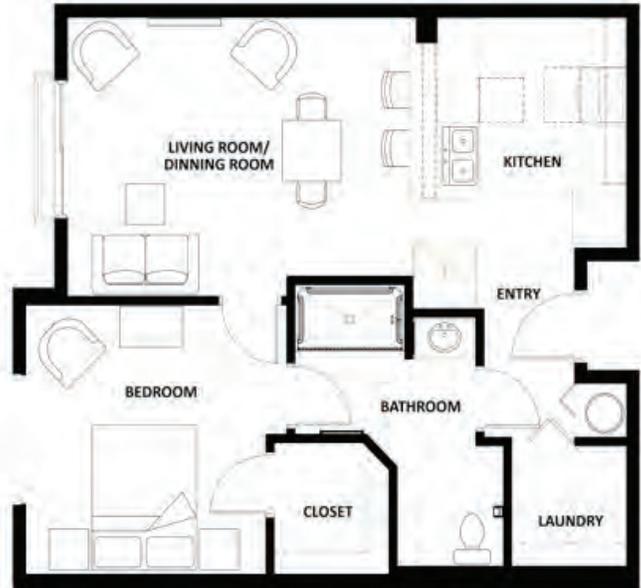


Project Size:	387,328 sq. ft.
Stories:	7
Units:	203
Acreage:	1.74
Use:	Residential/Mixed-Use
Completion Date:	2019
Role:	Architect
Funding Sources:	HUD Hope VI, LIHTC
Duration:	57 months
Income Levels Served:	Mixed
Type of Development:	Mid-Rise
Total Development Cost:	\$26,500,000

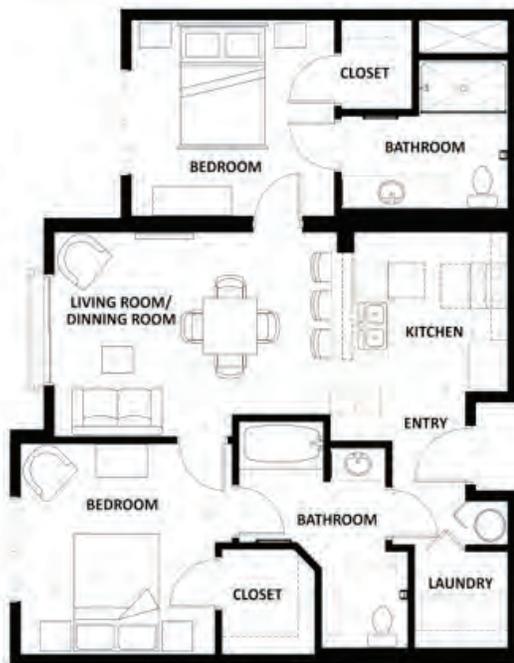


TEMPO AT ENCORE!®

Tampa, Florida



TYPICAL 1 BEDROOM UNIT



TYPICAL 2 BEDROOM UNIT



PINELLAS HEIGHTS SENIOR APARTMENTS

Largo, Florida



Designed for the Pinellas County Housing Authority, this senior apartment community is conveniently located within walking distance of the Pinellas Trail, parks, beaches, medical centers, shopping, and entertainment. The coastal design of the interior and exterior includes simple yet textured facades. Soft, large light fixtures acknowledge the brightly colored accents throughout the common areas and corridors. Marble and tiled flooring is seen throughout.

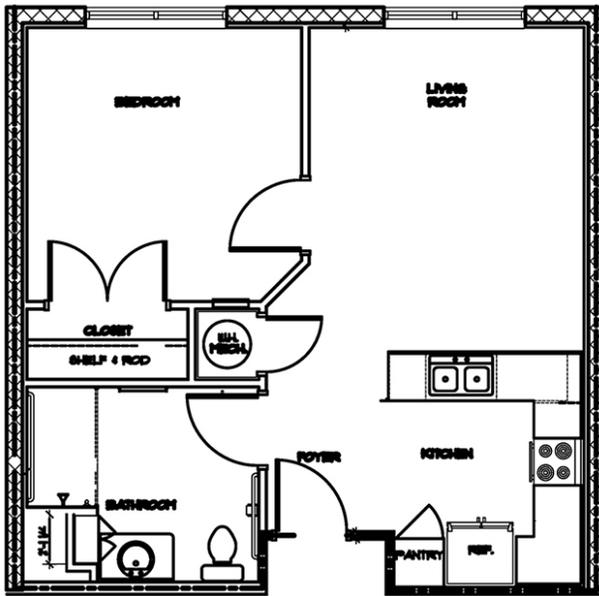
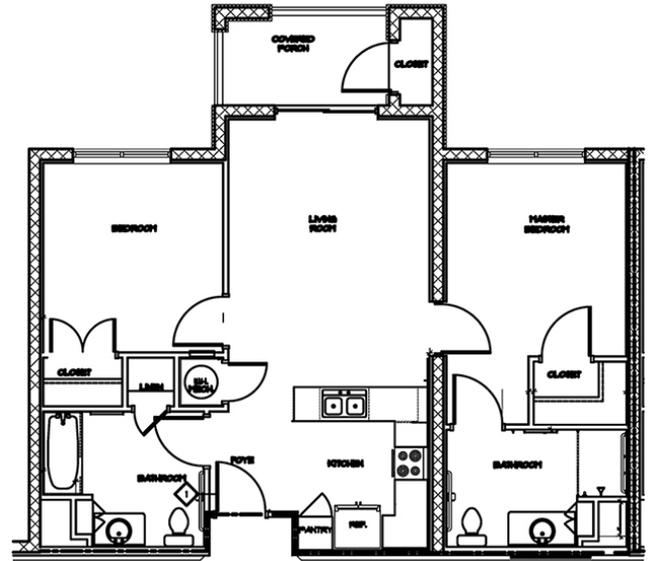
Amenities include: one-and two-bedroom units ranging from 525 sq. ft. to 835 sq. ft., private balconies, library, laundry room on each floor, shuffleboard court, card and game room, media and fitness center, dining room and picnic area with gazebo.



PINELLAS HEIGHTS SENIOR APARTMENTS

Largo, Florida

Project Size: 145,000 sq. ft.
Stories: 4
Units: 153
Acreage: 8.9
Use: Residential
Completion Date: 2015
Role: Architect
Funding Sources: HUD, LIHTC
Duration: 36 months
Income Levels Served: Low
Type of Development: Mid-Rise
Total Development Cost: \$16,600,000



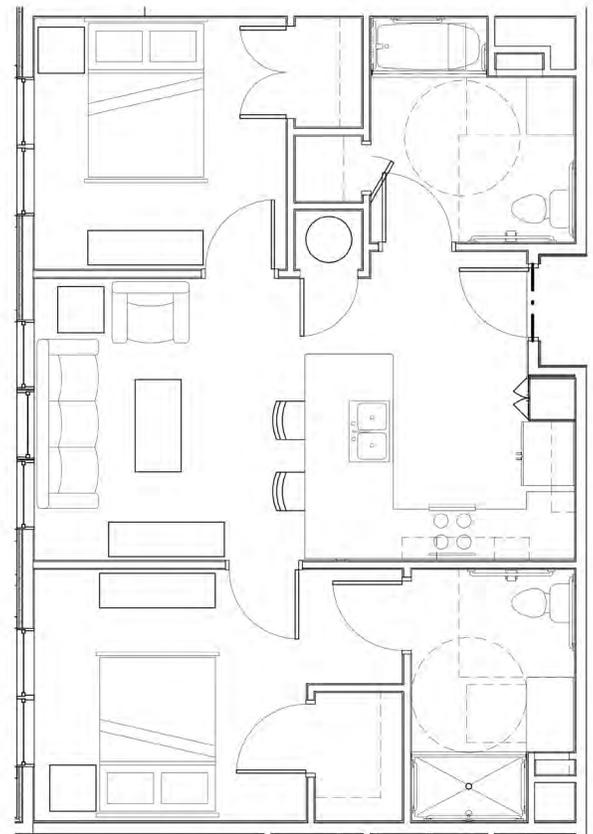
PALMS AT UNIVERSITY

Melbourne, Florida



Currently in the design phase for the Melbourne Housing Authority, this community will house one-and two-bedroom units, ranging from 575 sq. ft. to 783 sq. ft., along with potential commercial space within two buildings. The design connects the buildings by a one-story common area. There is also a separate 5,000 sq. ft. commercial space on the property.

Project Size:	65,162 sq. ft.
Stories:	3
Units:	60
Acreage:	4.06
Use:	Residential
Completion Date:	Currently in Design Phase
Funding Sources:	HUD Financing
Duration:	Ongoing
Income Levels Served:	Low
Type of Development:	Mid-Rise
Total Development Cost:	Currently in Design Phase
Client:	Melbourne Housing Authority



RIVERFRONT FIRST STREET

Fort Myers, Florida

Proposed seven-story apartment building of 200-250 total units, center loaded corridor, elevators with community room/maintenance building on a two-acre site. Construction type to be masonry/concrete bearing walls, precast floors, and wood roof trusses. Units are one, two, and three-bedroom with 850 sq. ft. average, open public lobby containing coffee/wine bar, co-event and workspace, restaurant included in the 5-7,500 sq. ft. retail shell space all elevated above parking to meet flood zone criteria.



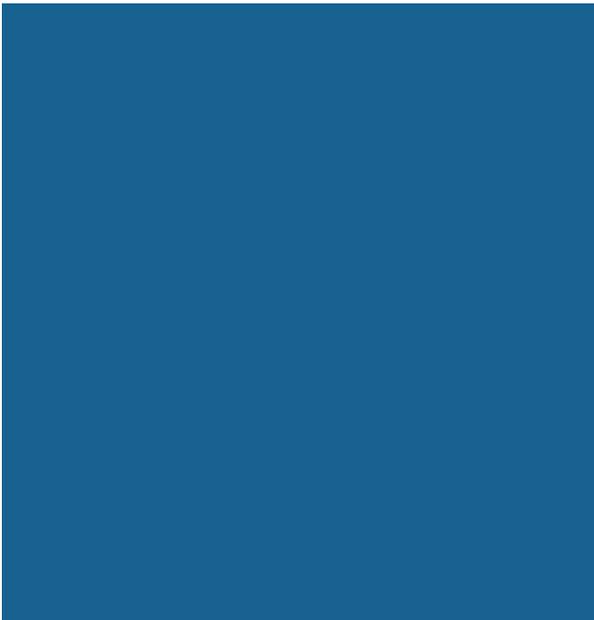
Project Size:	400,000 sq. ft.
Stories:	7
Units:	226
Acreage:	3.07
Use:	Residential
Completion Date:	Ongoing
Role:	Architect
Funding Sources:	Private/Developer
Duration:	Ongoing
Income Levels Served:	Market Rate
Type of Development:	Mid-Rise
Total Development Cost:	\$TBD



FGCU MULTIFAMILY DEVELOPMENT

Fort Myers, Florida

The design of this multifamily project will include 400 units of multiple three and four-story multi-unit buildings (two different types) on a 25-acre parcel. Apartments to be one, two-bedroom and three-bedrooms. 5% mobility and 2% visual and hearing-impaired handicap units will also be provided. All units will meet Universal Design and HUD standards under 221-(d)(4) financing program. Construction will be wood frame, and project construction will be continuous in one phase from start to completion. Amenities will include: community clubhouse, pool, and pool baths.



Project Size:	280,000 sq. ft.
Stories:	3 & 4
Units:	400
Acreage:	25
Use:	Residential
Completion Date:	Ongoing
Role:	Architect
Funding Sources:	HUD Financing
Duration:	Ongoing
Income Levels Served:	Market Rate
Type of Development:	Mid-Rise
Total Development Cost:	\$TBD



CHANNEL DISTRICT STRATEGIC ACTION PLAN AND IMPLEMENTATION

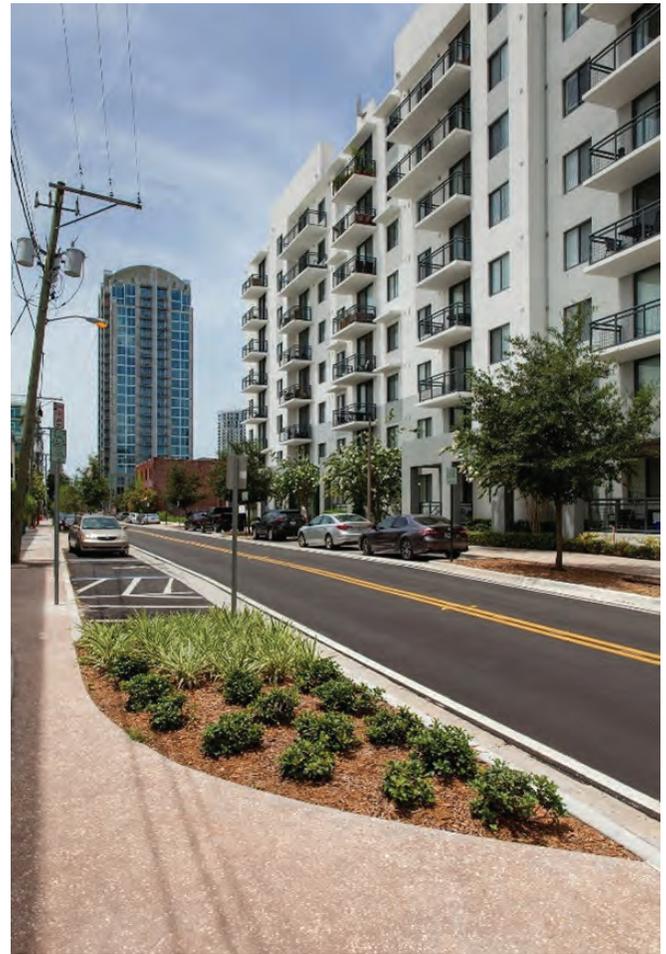
Tampa, Florida

A former industrial port warehouse area, the Channel District in Tampa is coming back to life as a vibrant retail, residential, and entertainment destination. To help manage the district's transformation, Stantec created a strategic action plan and provided design services to implement the planning recommendations.

Our land planners analyzed the underutilized 200-acre community redevelopment area to understand the market forces at work. They applied that knowledge to guide the development and proactively plan for the new design, buildings, and infrastructure. The concept was to create a different urban, mixed-use, transit-oriented neighborhood reflecting the smart planning concept of putting residences near job centers.

We provided design services that range from the creation of a district-wide stormwater management system utilizing subsurface vaults, to roadway improvements, streetscaping and urban park design.

With our Tampa office just minutes away, we've been watching this area come to life in our own backyard. A welcome sight based on a solid plan.

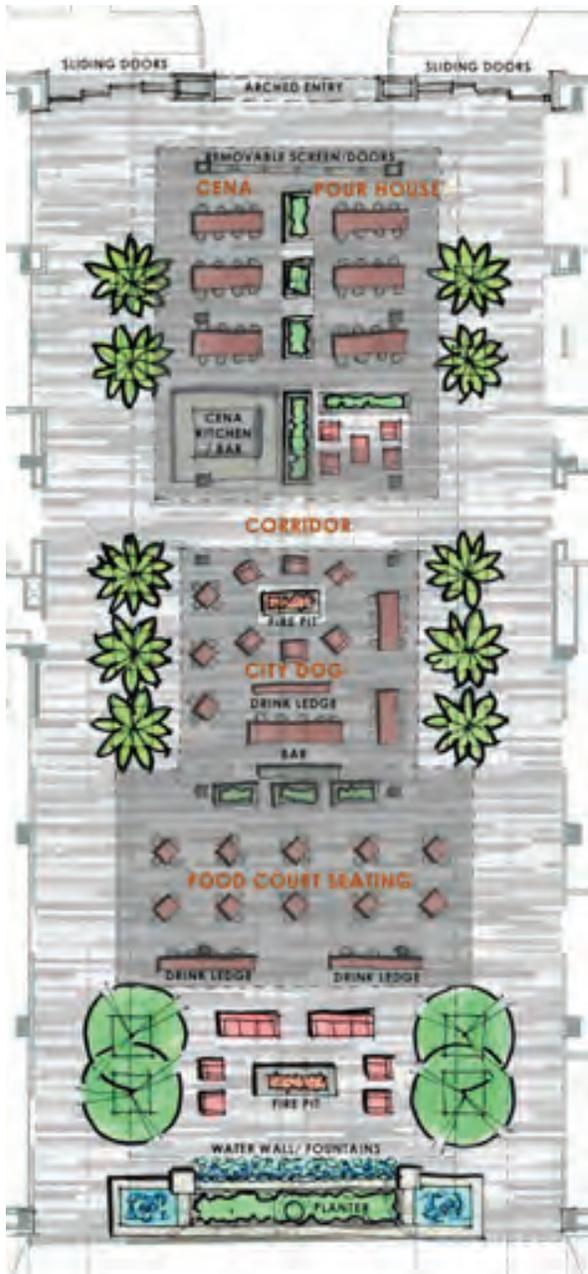


Size:	200 acres
Use:	Mixed-use, Residential
Completion Date:	Ongoing
Role:	Prime Consultant
Funding Source:	Public
Duration:	



GRAND CENTRAL CONDOMINIUM COURTYARD

Fort Myers, Florida



Stantec's civil design and landscape architecture team was hired by Mercury Advisors to redevelop a 10,000 square foot courtyard area located between the two (2) Grand Central high-rise apartment and condominium buildings in downtown Tampa's up and coming Channel District neighborhood.

Situated along Kennedy Boulevard and providing connectivity to Madison Street to the north, the reimagined courtyard space is meant to serve as a pedestrian link for residents and visitors of nearby grocery stores, restaurants, parks, and retail options. To create a modern, appealing amenity between the two high-rise buildings, the Stantec team incorporated additional outdoor seating options for the various restaurants that frame the courtyard as well as attractive water features, fire-pits, contemporary hardscapes, and refreshed planters.

To allow for such furnishing improvements and the creation of placemaking opportunities, the Stantec civil and landscape design team worked together to design infrastructure improvements that were both functional and aesthetically pleasing to patrons of the space. These improvements worked together to allow for a more efficient use of the courtyard space for activation purposes and included drainage improvements such as sub-surface stormwater vaults, conflict manholes, and roadway slope correction treatments. These improvements also promoted the functionality and resiliency of the redesigned courtyard space by incorporating overhead shade canopy structures, windscreens and mitigation doorways, and pervious pavers that accommodated vertical runoff from the surrounding buildings and kept the center plaza dry.

The redesigned Grand Central Courtyard was completed in 2020 and now actively provides restaurant seating areas and recreational open space to Tampa's residents.

Size:	10,000 Sq. Ft.
Use:	Residential, Entertainment
Completion	Date: 2020
Role:	Subconsultant
Funding Source:	Private/Developer
Duration:	12 Months



MIDTOWN TAMPA

Tampa, Florida



Stantec's urban planning and engineering design teams are helping deliver a new central neighborhood that links Tampa's Westshore and Downtown business districts! Midtown Tampa will be a +/- 25-acre mixed-use, walkable development that offers Tampa's residents a place to live, work, and play. Midtown Tampa will consist of over 1.8 million square feet of office, retail, hotel, and residential building area that will be integrated with abundant open space, recreational opportunities, and the surrounding community to foster a walkable, connected neighborhood setting.

As part of redevelopment, Stantec's planning and design teams worked with the Developer of Midtown Tampa, The Bromley Companies, and the City of Tampa and other stakeholders to ensure site design complemented the City's existing plans for the "Westshore Overlay District" where Midtown is located. To acknowledge the intent of the Westshore overlay, parking for Midtown will be predominantly provided via shared parking structures that will be located towards the center and rear of the Midtown site. This design strategy allows for the maximization of activated building frontage along the major thoroughfares that border the site which will assist in neighborhood walkability and street activation. Further complementing the City's plans for the Westshore

District, Midtown Tampa will also restore the urban grid network of the surrounding neighborhood through the creation of several new roadways which will both serve the new development but also connect it to the existing community.

Midtown Tampa is currently under active construction in the City of Tampa with project completion slated for 2021. Stantec provides ongoing planning and civil design services as part of the Midtown site development team and to-date has provided over \$800,000 in planning and civil design services to Midtown Tampa and the Bromley Companies.

Size:	25 acres
Use:	Mixed-use, Residential
Completion Date:	Ongoing
Role:	Sub-Consultant Consultant – Planning Pre-Construction Consulting
Services	
Funding Source:	Private/Developer
Duration:	Ongoing



WATER STREET TAMPA

Tampa, Florida



Strategic Property Partners (SPP) had a vision for 50+ acres of parking and warehouses it owned in downtown Tampa: create a sustainable, walkable urban district that would land Tampa on the list of cities with renaissance downtowns. Fusing amenities, culture, multiple uses, a new street system, and a memorable public realm, Water Street Tampa will emerge as a walkable new urban neighborhood and a nationally known destination.

Stantec played a key role in bringing SPP's ambitious vision to life, starting with early planning, zoning, and infrastructure studies. We followed up with a deep dive into infrastructure planning. Our plan turns streets designed primarily for cars into a pedestrian-focused framework of landscaped streets, parks, and plazas designed to support a broad range of activities. The plan fills in this framework with 9,000,000 SF of condos, apartments, offices, unique shops, restaurants, and a medical school.



Size:	9,000,000 Sq. Ft.
Use:	Mixed-Use, Residential
Completion Date:	Ongoing
Role:	Subconsultant/Consultant
Funding Source:	Private/Developer
Duration:	Ongoing



MIRACLE PLACE CAMPUS EXPANSION

Tampa, Florida

Our Tampa team provided planning and civil design services for a campus expansion north of Tampa that included a new 3-story residential building for special purpose families; an expanded communal dining facility, playground, and plaza space; a 2-story recreation center and gymnasium; and a unique K-5 elementary school offering smaller class sizes and additional social services for at-risk low-income children. Design responsibilities include revising and updating the City of Tampa's existing land development code to facilitate the Miracle

Place Master Plan, coordinating and securing critical city approvals through the design process, working with project architects and the City of Tampa to ensure compliance with regulations, and integrating and addressing infrastructure, access, and circulation requirements for the new development.

Stantec provided planning, civil, landscape architecture, and survey services.



Size:	4 acres
Use:	Residential/Educational
Completion Date:	2019
Role:	Subconsultant/Consultant
Funding Source:	Public/Non-Profit
Duration:	48 Months



IBIS WALKs APARTMENTS

St. Petersburg, Florida



Four -story wood frame apartment complex containing 401 units plus a 5-story parking garage. Project also includes a pool, clubhouse, and fitness center.

Size: 496,761 sq. ft.
Use: Residential
Contract Date: February 1, 2013
Contract Amount: \$36,000,000



WALKER
& COMPANY

PERIDOT PALMS

St. Petersburg, Florida



Construction of a Multifamily project, seven 4-story buildings (381 units), clubhouse, maintenance bldg, and trash compactor enclosure.

Size: 380 Units, 546,532 sq. ft.
Use: Residential
Contract Date: December 2016
Contract Amount: \$44,000,000



WALKER
& COMPANY

LANDONHOUSE LAKE NONA

Orlando, Florida



Construction of 279 units Multifamily Project comprised of a 5-story structure, including one parking garage, swimming pool and hardscape.

Size: 279 Units, 393,535sq. ft.
Use: Residential
Contract Date: January 2015
Contract Amount: \$39,000,000



WALKER
& COMPANY

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

InVictus Development, the Bedford Group, and ADC Communities II (InVictus's Development Partners) are committed to a strong partnership with the neighborhood immediately surrounding the project and the greater West Tampa community. The overall goal of the development is to enhance and bring new energy to the neighborhood, provide quality affordable and market rate housing, create a mix of uses, and a unique and welcoming river focused place for all to enjoy.

InVictus and its Development Partners are dedicated to being “good neighbors.” We will maintain ongoing outreach and communication throughout the development process and beyond – from pre-award, to development/construction, and post construction/completion. This ongoing communication will be critical as some aspects of the development will evolve and depend on community needs and input.

a. Describe the process used for informing the community of your proposed design and obtaining community support for your proposed development.

In its role as lead developer, InVictus Development has engaged in outreach to key leaders in the West Tampa community to gather input on their vision for the project, what they would like to see included, design and architectural preferences, and any other ideas and opinions they want to share. A summary of their input is provided at the back of Tab 5.a. Time constraints prevented receiving input from the many groups and individuals listed in this plan; however, efforts to reach out and obtain input will be ongoing.

Additionally, attempts were made to contact residents directly across the street from the project on the 2300 block of N. Oregon. Of those where contact was made, all were supportive of the vision for the project outlined in this proposal. Efforts will continue to contact additional residents surrounding the project site to obtain their input.

b. Describe the process you will use to keep the community informed of progress through the development process.

Ongoing communication and engagement will take many forms to reach the broadest cross section of audiences. To achieve that goal, a vigorous program of communication and engagement strategies will be used during all phases of development including post construction:

Project Advisory Committee – A Project Advisory Committee will be created to provide regular input and guidance on the project as it moves through the various phases. The Committee will be comprised of key stakeholders representing residents, businesses, schools, and churches surrounding the project site and West Tampa organizations.

Community Liaison – The project will have a dedicated Community Liaison that will be the main point of contact for the community. The Liaison and development staff will also make regular appearances at meetings to provide updates to the West Tampa CRA Community Advisory Committee, the West Tampa Chamber of Commerce, neighborhood/civic associations, and others as requested.

Web page – The project will have a dedicated web page that will be the definitive, comprehensive source of information on the project. Web page visitors will have access to the most up to date information such as status of the project, detailed description, schedule, visuals, job and vendor opportunities, links to related information, contacts and more. The web page will also be a portal to receive comments on the project and respond to questions.

Social Media – The project will have a presence on multiple social media platforms that will provide updates on elements described above.

Hot line - A dedicated phone hot line will be set up to receive information and action requests that will be promptly responded to.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

Email – A dedicated email address will be set up to receive information and action requests that will be promptly responded to. Additionally, an email distribution group will be developed for regular updates to interested parties. Existing organization email groups will also be asked to share information.

Media – Information pieces will be provided on a regular basis to newspapers, television and radio stations, City of Tampa, Hillsborough County, and other public information outlets with a particular emphasis on minority-oriented media. Information will also be provided in Spanish.

c. Identify other projects your team has completed in the general project area of West Tampa.

Although InVictus has not yet had the opportunity to develop a multifamily, mixed-use development in Tampa, we chose to locate our office in West Tampa. In February 2019, InVictus acquired property on W Cass Street east of Howard Avenue a vacant 100-year-old house that had fallen into disrepair. The structure was rehabilitated, and the entire property brought up to code requirements for office use, all in conformance with the West Tampa Overlay District's Development Design Standards.

Other members of the InVictus Team with projects completed in West Tampa include:

- **Keith Greminger** with Stantec completed the following projects while at a prior firm and brings with him an intimate familiarity with West Tampa development plans and activities:
 - o West River Master Plan* | Tampa, Florida
 - o West Tampa Community Redevelopment Agency Strategic Action Plan* | Tampa, Florida
- **David Kemper** with Stantec completed the following projects:
 - o Julian B. Lane Riverfront Park | Tampa, Florida
 - o Miracle Place Campus Expansion | Tampa, Florida
- **JMG Realty** also has relevant and recent experience in West Tampa with the leasing and management of the “new” Mary McLeod Bethune Homes and the newly-constructed Renaissance at West River.
- **Sula Too's** Ersula Odom has created legacy walls for Hillsborough County Public Schools and the Tampa Housing Authority. As a legacy writer, author, public speaker, and Mary McLeod Bethune Chautauqua performer, 5 books, 3 eBooks, 50 + Power Broker Magazine articles, and 100 + The Weekly Challenger News articles were published. Numerous original poetry and essays were published. Conducted research and wrote scripts for 3 short documentaries highlighting the lives of local legends.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

d. Identify existing activities or participation with other agencies or organizations that operate in the area surrounding the site.

InVictus Development and The Bedford Group have engaged the services of Jeanette LaRussa Fenton, Solution Services Tampa, Inc. as a key advisor for preparation of the proposal, implementation of community engagement activities, and development of the Success Center. As a West Tampa native, former Manager of the West Tampa Community Redevelopment Area for over 10 years, former consultant to the West Tampa Chamber of Commerce, and a lifelong community volunteer, Ms. Fenton has a unique body of knowledge of the people, organizations, businesses and history of West Tampa and a broad network of relationships and connections within West Tampa and beyond.

Existing activities/participation with other agencies or organizations

Ms. Fenton has past and current working relationships and participation in producing projects, programs, and services with the following organizations within or serving West Tampa:

- Old West Tampa Civic Association
- West Riverfront Crimewatch Civic Association
- North Hyde Park Civic Association
- Armory Gardens Civic Association
- Macfarlane Park Civic Association
- Bowman Heights Civic Association
- West Tampa CRA Community Advisory Committee
- West Tampa Chamber of Commerce
- West Tampa Community Development Corporation
- Florida Small Business Development Center
- Entrepreneur Collaborative Center
- Black Business Investment Corporation
- Prospera
- West Tampa Library
- Dress for Success
- Project LINK
- West Tampa Community Council
- West Tampa Alliance
- Tampa Family Health Centers
- Judeo Christian Clinic
- Boys and Girls Clubs
- Powerstories Theatre
- Revive Church
- Centro Espanol
- Hillsborough Education Foundation
- Girl Scouts

In addition to these organizations, Ms. Fenton has many established relationships with businesses within or serving West Tampa. A sample of these include:

- BayCare/St. Joseph's Hospital
- Caldeco HVAC
- Gulf Tile
- Bay Commercial Realty
- JVB Architects
- Busto Plumbing
- Paul Sierra Construction
- Landmarc Construction
- Rebuilding Together Tampa Bay
- Mr. Empanada
- Bay Cannon Brewery
- Catrina's Restaurant
- Alessi Bakery
- Olympia Catering
- Creative on Main
- New Age Reprographics
- Vincent & Tampa Cigars and Wine
- Robert Morris Investments
- Domain Homes, Inc.
- Roche Surety
- Suncoast Credit Union
- Bank of Tampa
- First Home Bank

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

e. Describe your knowledge of and working relationship with the community organizations in the West Tampa area.

In addition to the above existing activities Ms. Fenton has been a part of, she also played a key role in the creation of the West Tampa CRA and the Community Advisory Committee and was responsible for planning and administration of West Tampa CRA funding and programs, and actively participated in the development of the West Tampa Community Redevelopment Plan, CRA Strategic Action Plan, Invision Plan, and West River Plan.

f. Describe how the proposal will create minority employment opportunities.

InVictus and its Development Partners are committed to the inclusion of minorities in all aspects of the proposed development. InVictus's first step in preparing its proposal was to join forces with The Bedford Group of Companies, an African American owned business. And the team of professionals solicited to and participating in our proposal (and, following selection, in the development) include the following African American owned businesses: Sylla International (architectural firm), Fresh Start Development (general contractor), Sula Too, LLC (West Tampa art, history, and culture consulting firm), and Ariel Business Group (minority business inclusion consulting firm). Our team also includes two Hispanic owned businesses, LEMA Construction (general contractor) and George Trujillo Incorporated (commercial leasing firm).

In its role as lead developer, InVictus will seek out minority subcontractors for the project and with the assistance of Ariel Business Group has solicited participation from MBEs listed on the City's list of certified MBEs. As it does with each of its projects, will InVictus include in its agreement with each of its general contractors, Walker & Company, Fresh Start Development, and LEMA Construction, a requirement that MBE subcontracting firms be included at a meaningful level of participation. In addition, the general contractors will be required to include in their agreements with subcontractors a requirement for hiring of minority workers.

Once the development is completed and the Success Center is up and running, minorities will be recruited to participate in the workforce training programs that will be offered to prepare them for employment opportunities.

Set out below are notes from Interviews with West Tampa Community leaders that helped to provide context for this proposal. InVictus would like to recognize the contribution of Lauren O'Neill, who was hired by InVictus as an intern in coordination with the University of South Florida where Ms. O'Neill is expected to earn a Master of Urban and Regional Planning (Concentration in Community Development) in May. As part of her studies at USF, Ms. O'Neill is also working on a project involving the history of West Tampa and conducted interviews with long-time residents and community leaders regarding the history of West Tampa and what each would like to see incorporated into any future development.

Community Stakeholder Interviews

Elvin Martinez Jr. – Incoming president of West Tampa Chamber of Commerce

9/28/2020 via Phone

- In the 60s, interstate 275 bifurcated the community, affecting the community economically
- Cigar industry survived until the 70s, then relocated to the Caribbean
- Sees gentrification as a big challenge
 - o Unaffordable apartments
 - o “extension of South Howard”
- Would like to see historic “branding”
 - o Grates, signs, etc.
- Four neighborhood associations:
 - o Armory Gardens

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

- o McFarlane Park
- o Old West Tampa
- o North Hyde Park
- Development down main street
- Identify an industry that provides jobs and stability like the cigar industry did
 - o Pharmaceutical, medical, etc.
 - o St. Joseph's just invested millions into expansion—utilizing this to expand industry into West Tampa
- Would like to see the West River development incorporate the medical industry
- Wants to see mixed income development

E.J. Salcines – Retired County Judge, West Tampa Historian

Interviewed via phone

- You can't honor the history of the area with redevelopment unless you inform the public of history.
 - o Have to communicate to the public, as they are uninformed.
 - o Reach them with social media, events, commentary articles, murals
- Have a venue where you can attract people to visit, listen, and look
 - o See: Untold stories of West Tampa, which was recorded at an event organized by the McFarlane Park Neighborhood Association
- West Tampa Chamber of Commerce has a meeting each month with 70-80 people, speakers give history lectures
- For redevelopment:
 - o Different land uses
 - o Good land management, foreseeability, and vision
 - o Dynamic
 - o Honors the rich history of the area
 - o Multi-lingual, multi-ethnic, and multi-religious, incorporate old and new concepts
- West Tampa rooming houses, apartments upstairs with food downstairs
 - o Then surrounded by single-family wooden homes
 - o Then surrounded by retail
- Street vendors, fruit, vegetables
- Link West Tampa to Downtown

Fred Hearn – Tampa Black History

Interviewed via phone 11/19/2020

- West Tampa was formerly incorporated in 1895 as a “duplication” of Ybor City
- Most of the cigar factories still standing are in West Tampa
- Madame Fortune Taylor bridge connected Tampa to West Tampa

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

- Mural in West Tampa in McFarlane Park which has important people
 - o The only Black figure in the mural is Robert Saunders
 - State and local secretary of the NAACP
- North Boulevard Homes was an all-Black development in 1941
 - o If a city wanted federal funding, they had to segregate their public housing
 - o It was desegregated in 1966
- Many Black residents lived in West Tampa because that is where the [segregated] public housing was located
- Also, where the high school for Black students was located
 - o After integration Blake closed, and those kids went to Plant/Jefferson High
- New Blake High School was built in 1997
 - o Built on the site of Clara Frye Memorial Hospital, formerly “Tampa Negro Hospital”
- Cespedes school was the first school in West Tampa
 - o White and Black Hispanics both attended and learned to speak English
- Tampa’s first Black millionaire was Leon Claxton, showrunner of Harlem in Havana
 - o Settled in West Tampa, his house is near the JCC
- Harlem in Havana was a traveling performance show, with Tampa as the Winter head quarters
 - o First located at UT
 - o Moved to FL State Fair in 1976
- Don Thompson was a White businessman who had a high school named after him
 - o This high school was the high school for black West Tampa residents until 1956, when it closed, and Blake High School was built
- Blake High School’s football team won the state championships in 1969
 - o The next year the school was closed due to integration
- Bussing was common in Tampa for Black students
- Middleton vs. Blake football game was a huge event for Black residents
- Leon McQuay, played football at U.T. and put “Tampa football on the map”
 - o UT football became nationally ranked when Leon played for them
 - o Leon went to play for the Canadian Football League after his Junior year
- Regarding Black History and Redevelopment:
 - o Believes Tampa has done a great job
 - o Believes the greatest success is Perry Harvey Park, a \$6 million park honoring Black history
- Regarding what a cultural center would look like:
 - o Indoor and outdoor
 - o Activities that go along with Black culture (e.g., barbecues)
 - o Art; permanent and visiting exhibits
 - o Local artists with rotating showcases (A/N: what is the demand for art gallery space?)
 - o Incorporate Florida history at large
 - o “Mini Black neighborhood of businesses” as museum exhibit

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

- o Sports, music, entertainment
- o Somewhere to eat and drink
- o Engaging the younger crowd

Dr. Margaret Fisher, President, West Tampa Community Development Corporation

Interviewed via phone 12/3/20

- Very important to maintain ongoing communication, seek input from the community, and to hear and act upon community concerns
- Prefers architecture that is consistent with the traditional, historic structures in West Tampa
- Strongly supports the job training component
- The mixed use, mixed income concept is very appealing

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

Utilization of WMBE/SLBE /Local Workforce/ and HUD Section 3 Business Participation Plan

WMBE/SLBE/HUD SECTION 3 PARTICIPATION PLAN

The InVictus team including Ariel Business Group (ARIEL) understands the value and importance of contributing to the economic well-being of the community. To that end, The InVictus team has developed a plan that encompassing both a Community Workforce Component that will focus on employing individuals from the local community in various aspects of the project as well as a collaborative, effective and well-executed WMBE//SLBE/ and Section 3 Plan. InVictus and ABG are familiar with WMBE/SLBE and Section 3 requirements. With all parties working together, not only can quality housing be built, but also this type of development can give residents of local housing, minority subcontractors, and other individuals an opportunity to improve their businesses, work skills, and financial position.



The General Contractor (GC) will take the lead on WMBE/SLBE and Section 3 compliance. InVictus/ARIEL and the GC will be involved from the initial project kick off and continue throughout the project, meeting with members of the community, coordinating with community leaders, and notifying potential workers and companies of potential employment and subcontract opportunities. InVictus/ARIEL and the GC will continue to coordinate these activities during the term of construction, reporting on compliance while dealing with any situations arising during the development.

ARIEL has already reached out to over five hundred (500) City of Tampa minority construction related companies notifying them of the potential opportunities at West End. This will assist in creating a group of local Tampa minorities with a head start on participating in the development.

The InVictus/ARIEL/GC team is fully prepared to take the necessary steps to achieve WMBE/SLBE and Section 3 participation goals. During the planning stages of the redevelopment, the community meetings will be a forum to solicit firms that are interested in participating and bidding on work during the redevelopment. We will also work with the residents of West End, the stakeholders in the surrounding community, local community leaders and the local minority focused newspaper and radio stations to communicate construction opportunities. By these and other means, significant WMBE/SLBE and HUD Section 3 participation can be achieved.

To successfully meet Local Workforce and HUD Section 3 goals, close cooperation among InVictus, ARIEL, and the GC will be required. Existing resources will be leveraged, and the GC will contractually obligate each of its subcontractors to participate in the outreach, training, and employment program. All outreach and recruitment efforts will focus on residents, women, minorities, individuals receiving local assistance, as well as unskilled and skilled individuals. In addition, outreach will be used to involve local school officials and representatives from the court system.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

The following is a scope of work, as detailed by InVictus, required to achieve the minority, women, and HUD Section 3 participation goals.

WMBE/SLBE and HUD Section 3 - SCOPE OF WORK

InVictus and ARIEL will assist the GC in their efforts to meet and achieve WMBE/SLBE and Section 3 utilization goals, including assistance during the project proposal preparation phase, the project implementation and construction phase and WMBE/SLBE and Section 3 program management and compliance monitoring during construction and operations. Specifically, InVictus will engage in the following activities:



- **Phase I - Pre-Project Outreach** – Assist in identification of potential WMBE/SLBE and Section 3 partners, and contractors to comply with best efforts requirement, meeting various local community and business leaders for benefit of assistance with implementation of WMBE/SLBE and Section 3 and contracting employment and hiring plan.
- **Phase II - Pre-Construction** – Pre-construction and construction outreach efforts and implementation will include but not be limited to implementation of WMBE/SLBE and Section 3 plan and outreach strategy, as well as, coordinating additional outreach and informational meetings for WMBE/SLBE and Section 3 firms.
- **Phase III - Construction and Monitoring** – Will incorporate working with first tier contractors to assist in facilitating teaming relationships, developing, and maintaining appropriate monitoring and reporting requirements for responding and communicating to WMBE/SLBE and Section 3's regarding access to contract opportunities, as well as handling dispute resolution as needed.

Phase I – Pre-Project Outreach:

Task 1: Initially, Ariel and the GC proposes to meet with the Senior Project/Management team to discuss the objectives of the project, expectations of the contractors, channels and lines of communication that should be maintained between the project manager and InVictus, and other matters of importance. Additionally, we propose that periodic meetings be held throughout the life of the project to keep InVictus and officials abreast of all activities and progress.

Task 2: Develop community contacts attend local meetings to enhance relationships with community organizations and potential WMBE/SLBE and Section 3 partners. Develop and maintain list of WMBE/SLBE and Section 3 subcontractors interested vested in project.

Task 3: Assist in identifying WMBE/SLBE and Section 3 firms to determine interest and capability to perform on project.

Task 4: Assist in the coordination of informational and community outreach meetings to introduce InVictus to the community and potential WMBE/SLBE and Section 3 contractors.

Phase I – Pre-Project Outreach:

Task 1: Initially, Ariel and the GC proposes to meet with the Senior Project/Management team to discuss the objectives of the project, expectations of the contractors, channels and lines of communication that should be maintained between the project manager and InVictus, and other matters of importance. Additionally, we propose that periodic meetings be held throughout the life of the project to keep InVictus and officials abreast of all activities and progress.

Task 2: Develop community contacts attend local meetings to enhance relationships with community organizations and potential WMBE/SLBE and Section 3 partners. Develop and maintain list of WMBE/SLBE and Section 3 subcontractors interested vested in project.

Task 3: Assist in identifying WMBE/SLBE and Section 3 firms to determine interest and capability to perform on project.

Task 4: Assist in the coordination of informational and community outreach meetings to introduce InVictus to the community and potential WMBE/SLBE and Section 3 contractors.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

Phase III – Construction and Monitoring:

This phase will require continuous review during the initial startup of construction and an ongoing presence to ensure compliance with WMBE/SLBE and Section 3 requirements.



Task 1: Attend pre-solicitation and pre-bid meeting to inform contractors of subcontracting opportunities – Attend all pre-bid meetings and provide information regarding WMBE/SLBE and Section 3 issues.

Task 2: Assisting 1st and 2nd tier contractors with teaming and partnering strategies to assist in achieving WMBE/SLBE and Section 3 goals.

Task 3: Review and verify WMBE/SLBE and Section 3 certifications for compliance with program and policy.



Task 4: Assist with reviewing and identifying bid packages and trade scopes that can be unbundled to increase the likelihood of WMBE/SLBE and Section 3 participation.

Task 5: Provide plans and specifications for WMBE/SLBE and Section 3 participants – Make plans and specification available on and off-site for interested firms to review for bidding purposes.



Task 6: Technical Assistance – Assist with providing referrals to bonding and financing sources as needed.

Task 7: Reporting - Assist with WMBE/SLBE and Section 3 utilization reports, monitor reporting process to track WMBE/SLBE and Section 3 participation throughout the project.

Through this entire process InVictus, Ariel and the GC will continue to work toward surpassing all the community and goals for these programs.

The principals of InVictus Development, LLC have long recognized the importance of WMBE/SLBE and Section 3 programs in the community. Difficult economic times make these goals even more important to the local economy. Local hiring and acquisition of local materials to the extent available are also important to affected communities and InVictus makes these goals a priority as well.

Implementation of a successful WMBE/SLBE and HUD Section 3 contracting and hiring program can be a difficult and challenging task, particularly in communities that lack an active apprentice program, Youth Build program, or other means to prepare those in need of work for jobs associated with development, construction, and operation of a housing development. InVictus recognizes this challenge and feels that including a specialist as part of the team can aid significantly in the attainment of these goals. A WMBE/SLBE and HUD Section 3 recruitment coordinator is an invaluable asset to the entire team and to the community served when the situation is especially complicated or there are unusual difficulties. However, the principals of InVictus themselves have extensive experience in ensuring WMBE/SLBE and participation in the construction of its projects. By way of example, the principals of InVictus have achieved the following WMBE/SLBE subcontractor participation percentages on the following redevelopment projects:

- Renaissance Preserve Phase I, Fort Myers, Florida – 24.5%
- Renaissance Preserve Phases II/III, Fort Myers, Florida – 54%
- Gulf Breeze Apartments, Punta Gorda, Florida – 16.5%

The principals of InVictus have achieved the following Section 3 participation percentages (Section 3 new hires expressed as a percentage of total new hires) on the following local housing redevelopment projects.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

- Renaissance Preserve Phase I, Fort Myers, Florida – 13%
- Renaissance Preserve Phase II, Fort Myers, Florida – 69.7%
- Renaissance Preserve Phase III, Fort Myers, Florida – 60.0%
- Sunrise Apartments, Lake Wales, Florida – 75%
- Gulf Breeze Apartments, Punta Gorda, Florida – 16.5%



InVictus understands the importance of developing sound plans to ensure that local individuals and businesses are given opportunities to participate in the employment and construction opportunities that are created with the development of housing. The revitalization of sites and the surrounding neighborhood need to be a catalyst for not only physical community improvements, but also for vital social and economic improvements for residents within both the immediate and broader community. Over several years, the principals of InVictus have developed a successful approach to meeting and exceeding Section 3, MBE/WBE and local-based participation. No matter what state or locality within a state that InVictus is working, our strategy is achieved through five basic activities:

- Collection and establishment of baseline data information
- Insertion of compliance mandate in all contracts
- Attraction of qualified employee candidates and businesses
- Analysis of performance and strengthening opportunities for success
- Monthly Monitoring of Compliance

Collect and establish baseline data information

To demonstrate compliance and prepare for the monitoring requirements over time, InVictus attempts to secure existing employee data and subcontractor lists to determine the baseline staffing levels and workforce practices upon execution of each subcontract. The information must be detailed enough to identify the current staff and subcontractors to determine the required additions for the contract.

Mandate contractual obligation for compliance

InVictus requires that all contractors and related parties will be contractually obligated to perform according to this plan. Legal language is inserted into each contract to ensure compliance, complete with monitoring requirements, default terms, cures in the event of noncompliance, and penalties for not achieving timely compliance. Each subcontractor is required to include their commitment as an exhibit to their contract which will detail their method of complying with the Section 3 and M/WBE utilization goals.

Attract qualified employment candidates and quality businesses

Exhaustive and continuous efforts to find the qualified candidates are throughout the project. Work with community-based non-profit agencies that provide employment and job training services that have proven to be successful means of attracting and retaining target employees.

Analyze performance and strengthen opportunities for success

If the efforts are producing limited results, InVictus works closely with each subcontractor to reorganize or restructure their responsibilities possibly by creating new work assignments, partnering with a trade school, subdividing contracts, or facilitating joint venture partnerships to achieve a greater impact.

Monthly Monitoring of Compliance

Successful implementation requires documentation. InVictus gathers documentation of compliance through a monthly report from the general contractor who, in turn, requires monthly reporting from all subcontractors. Results are reported as part of the InVictus monthly status reports.

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

In addition to the strategy described above, the principals of InVictus have used the following techniques in some of its projects and found them to be extremely successful where employed:

- In Fort Myers, the principals of InVictus created loan draw fund where smaller subcontractors can be paid more frequently than the regular once per month cycle.
- In Lake Wales, the principals of InVictus and the contractor established a \$25,000 fund to jumpstart an apprentice program and to supply tools for Section 3 workers who did not have their own.
- In most projects, InVictus divides work into smaller increments to be able to accommodate the capacity of smaller subcontractors so that they can participate.

The approach described above has enabled the principals of InVictus consistently to achieve WMBE/SLBE and Section 3 participation goals. The InVictus development team will strive not just to reach but to exceed the utilization goals and will exhaust all efforts to achieve the highest utilization rate possible.

HUD Section 3 Employment & Training Goals

The numerical goal is: Thirty percent (30%) of the aggregate number of new hires in any fiscal year. It is the contractor's responsibility to implement progressive efforts to attain Section 3 compliance. Any contractor that does not meet the Section 3 numerical goals must demonstrate why meeting the goals was not feasible. All contractors submitting bids or proposals are required to certify that they will comply with the requirements of Section 3.

Resident Hiring Requirements

It is expected that an appropriate number of residents with particular qualifications or a willingness to begin as an unskilled laborer will be able to participate in covered contracted labor efforts. A prime contractor may satisfy all resident hiring requirements through its subcontractor(s).

COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

City of Tampa's Rome Yard Mixed-Use Development Project



Seeking Interested WMBE/SBLE Vendors & Subcontractors



**INVICTUS DEVELOPMENT IS SOLICITING
VENDORS/ CONTRACTORS/ SUBCONTRACTORS
TO PARTICIPATE, IN THE EVENT WE ARE SELECTED,
ON THE CITY OF TAMPA'S ROME YARD MIXED-USE
DEVELOPMENT PROJECT.**

Potential project opportunities include, but not limited to the following scopes of work:

- ◆ Carpentry
- ◆ Concrete
- ◆ Civil Development
 - ◆ Earthwork
 - ◆ Utilities
 - ◆ Roads & Pavement
- ◆ Demolition
- ◆ Drywall
- ◆ Electrical
- ◆ Fencing
- ◆ Flooring
- ◆ Framing
- ◆ Landscaping
- ◆ Mechanical
- ◆ Millwork
- ◆ Masonry
- ◆ Painting
- ◆ Plumbing
- ◆ Trailers
- ◆ Signage
- ◆ Temporary Fencing
- ◆ Windows

SEEKING INTERESTED WMBE/SBLE

To learn more about this project:

[Request For Proposals | City of Tampa](#)

SEEKING TO BECOME WMBE/SBLE CERTIFIED WITH THE CITY OF TAMPA USE THIS LINK

[EQUAL BUSINESS
OPPORTUNITY \(EBO\) |
CITY OF TAMPA](#)

MORE INFORMATION

FOR MORE PROJECT RELATED INFORMATION PLEASE EMAIL:

RCAVALIER@VICTUSDEV.COM

OR

[CONTACTUS
@ARIELBUSINESSGROUP.COM](mailto:CONTACTUS@ARIELBUSINESSGROUP.COM)



COMMUNITY ENGAGEMENT/MINORITY INVOLVEMENT (Knowledge of West Tampa Neighborhood)

g. Describe how your proposal will continue community engagement during the post construction phase the development process.

The historical context afforded by Lauren O'Neill's research will serve to inform many aspects of the development from its architecture to the programming of specific areas of the site to event space for performances that will take place indoors and outdoors. The intent is to imbue The West End with sights and sounds that will evoke a West Tampa feel.

The name being used as a placeholder for the proposed development was offered by Ersula Odom as a reference to the rich musical history of West Tampa and its current performing arts scene. West Tampa's Blake High School is our "off Broadway" who talented students as well as the offerings of local treasures such as Powerstories Theater will be sought out for participation in coffee house light live performances, theater in the park experiences, and more.

In addition to the performing arts, physical installations will be incorporated in strategic areas of the development to pay tribute to historical and cultural figures of West Tampa and educate the public about their contributions. These installations could include:

Legacy Walls depicting

- The evolution of Baseball in Tampa (West Tampa- Belmont Heights- Ybor and Babe Ruth)
- The History of Gasparilla and the Hillsborough River's Floating Commerce (Maritime history)
- West Tampa's Heritage Schools: Blake, Dunbar, Just, Steward, etc.
- West Tampa History – The MacFarlane's Role
- West Tampa History – Madame Fortune Taylor and the Cigar Industry
- West Tampa Legendary Leaders
- The Great Migration (Central Avenue Businesses to Main Street and 22nd Street)

Free-standing historical monuments and narrative benches incorporating statues

- West Tampa Women Trailblazers
- West Tampa Baseball Stars
- West Tampa Founders
- West Tampa Schools
- West Tampa Trailblazers
- The Sunken Cargo Ship

WMBE AND SLBE EVALUATION POINTS

Beginning on the next page are WBE, MBE, SBE certifications of our team members.



CITY OF TAMPA

Jane Cohen, Mayor

Office of the Chief of Staff

Minority and Small Business Development

October 16, 2020

Paula Rhodes
InVictus Development, LLC DBA InVictus Development
1910 West Cass Street
Suite 260
Tampa, FL 33606

Re: Small Local Business Enterprise (SLBE) Certification Approval

Dear Paula Rhodes:

We are pleased to inform you that InVictus Development, LLC DBA InVictus Development has been certified as a Small Local Business Enterprise (SLBE) by the Minority and Small Business Development Office. This Small Local Business Enterprise (SLBE) certification is valid until October 9, 2022. Your business is required to apply for recertification prior to this expiration date in order to remain certified by the City of Tampa.

You must notify the Minority and Small Business Development Office of any changes in ownership or control of your firm or any other matters or facts affecting your firm's eligibility for certification. We may commence action to remove the eligibility for InVictus Development, LLC DBA InVictus Development for failure to notify us of any changes of facts affecting your firm's certification or if your firm otherwise fails to cooperate with our office in any inquiry or investigation. Removal of eligibility procedures may also be commenced if your firm is found to be involved in bidding or contractual irregularities.

InVictus Development, LLC DBA InVictus Development will be listed in the City of Tampa Directory(ies) of Small Local Business Enterprise (SLBE) and/or Women and Minority Business Enterprise (WMBE) in the specialty area (s) listed on page 2. The Directory can be accessed via the internet at: <https://tampa.dirsmallbizdev.com/>.

Your firm's participation on City of Tampa contracts will be credited in accordance with program policy and procedures.

Thank you for your continued interest in our certification programs.

Sincerely,


Gregory K. Hart, Manager
Minority and Small Business Development

306 E. Jackson St., 5N • Tampa, Florida 33602 • (813) 274-5522 • FAX: (813) 274-5544

Page 2

October 16, 2020

InVictus Development, LLC DBA InVictus Development

This firm is certified under the following commodity codes/area(s) of specialty:

- NIGP 90957: LAND DEVELOPMENT AND SUB-DIVISION SERVICES
- NANCS 925: ADMINISTRATION OF HOUSING PROGRAMS, URBAN PLANNING, AND COMMUNITY DEVELOPMENT
- NIGP 95291: COMMUNITY REDEVELOPMENT SERVICES
- NIGP 95296: URBAN AND REGIONAL DEVELOPMENT SERVICES

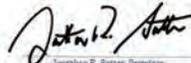
State of Florida

Woman Business Certification

InVictus Development, LLC

Is certified under the provisions of
287 and 298.187, Florida Statutes, for a period from:

05/06/2020 to 05/06/2022


Juanita R. Santos, Secretary
Florida Department of Management Services



Office of Supplier Diversity
4055 Egmont Way, Suite 260
Tallahassee, FL 32399
850-487-0832
www.dms.florida.gov/osd



Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development

Small Business Registration

InVictus Development, LLC DBA InVictus Development

HC-1733/20

Valid from September 30, 2020 - September 30, 2022

Approved Lines of Business:

Multi-Family Housing Development



Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department



**Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development**

Minority/Woman Business Certification

Sula Too LLC

HC-2467/19

Valid from September 27, 2019 - September 27, 2021

Approved Lines of Business:

Legacy Writing, Historical Performance

Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department



**Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development**

Small Business Registration

Solution Services Tampa, Inc.

HC-1560/19

Valid from January 15, 2019 - January 15, 2021

Approved Lines of Business:

Consulting - Economic and Community Development, Communications, Planning, Training

Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department



**Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development**

Minority/Woman Business Certification

Solution Services Tampa, Inc.

HC-2758/19

Valid from January 15, 2019 - January 15, 2021

Approved Lines of Business:

Consulting - Economic and Community Development, Communications, Planning, Training

Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department

Jeanette Fenton
Solution Services Tampa, Inc.
7725 Cedarhurst Lane
Tampa, FL 33625

RE: Reciprocal Agency Certification

Dear Jeanette Fenton:

We are pleased to inform you that due to our reciprocal agreement with your Reciprocal Agency, Solution Services Tampa, Inc. has been accepted as a Women Business Enterprise (WBE) by the Minority and Small Business Development Office. Consistent with the certification dates granted by the Reciprocal Agency, this Women Business Enterprise (WBE) certification is valid until March 27, 2021. Your business is required to apply for recertification with your Reciprocal Agency prior to this expiration date in order to remain certified with the City of Tampa.

Reciprocal Agency:

Hillsborough Cty.

You must notify the Minority and Small Business Development Office of any changes in ownership or control of your firm or any other matters or facts affecting your firm's eligibility for certification. We may commence action to remove the eligibility for Solution Services Tampa, Inc. for failure to notify us of any changes of fact affecting your firm's certification or if your firm otherwise fails to cooperate with our office in any inquiry or investigation. Removal of eligibility procedures may also be commenced if your firm is found to be involved in bidding or contractual irregularities.

Solution Services Tampa, Inc. will be listed in the City of Tampa Directory(ies) of Small Local Business Enterprise (SLBE) and/or Women and Minority Business Enterprise (WMBE) in the specialty area(s) listed below. These specialty area(s) are consistent with what you have been certified for with Reciprocal Agency. The Directories may be accessed via the internet at: <https://tampa.diversitysoftware.com>.

Solution Services Tampa, Inc.

This firm is certified under the following commodity codes/area of specialty:

- NIGP 91890: STRATEGIC PLANNING AND CONSULTING
- NIGP 91824: COMMUNICATIONS CONSULTING
- NIGP 91827: COMMUNITY DEVELOPMENT CONSULTING

Thank you for your continued interest in our certification programs.

Sincerely,

Leta Perez
Small Business Specialist

City of Tampa
Minority and Small Business Development
306 E. Jackson Street
5th Floor North
Tampa, Florida 33602

Phone: (813) 274-5522
Fax: (813) 274-5544

Our office hours are Monday through Friday, 8 a.m. to 5 p.m. EST.

<https://tampa.diversitysoftware.com>



CITY OF TAMPA

Jan. Claude Mayer

Office of the Chief of Staff

Minority and Small Business Development

April 26, 2019

Jeanette Fenton
Solution Services Tampa, Inc.
7725 Cedarhurst Lane
Tampa, FL 33625

RE: Reciprocal Agency Certification

Dear Jeanette Fenton:

We are pleased to inform you that due to our reciprocal agreement with your Reciprocal Agency, Solution Services Tampa, Inc. has been accepted as a Small Local Business Enterprise (SLBE) by the Minority and Small Business Development Office. Consistent with the certification dates granted by the Reciprocal Agency, this Small Local Business Enterprise (SLBE) certification is valid until March 27, 2021. Your business is required to apply for recertification with your Reciprocal Agency prior to this expiration date in order to remain certified with the City of Tampa.

Reciprocal Agency:

Hillsborough Cty.

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Solution Services Tampa, Inc. will be listed in the City of Tampa Directory(ies) of Small Local Business Enterprise (SLBE) and/or Women and Minority Business Enterprise (WMBE) in the specialty area(s) listed on page 2. These specialty area(s) are consistent with what you have been certified for with Reciprocal Agency. The Directories may be accessed via the internet at: <https://tampa.diversitysoftware.com>.

Thank you for your continued interest in our certification programs.

Sincerely,

Leta Perez
Small Business Specialist

Page 2

April 26, 2019

Solution Services Tampa, Inc.

This firm is certified under the following commodity codes/area of specialty:

- NIGP 91890: STRATEGIC PLANNING AND CONSULTING
- NIGP 91824: COMMUNICATIONS CONSULTING
- NIGP 91827: COMMUNITY DEVELOPMENT CONSULTING



Minority and Small Business Development

Certification Program
This is to certify that in accordance with City of Tampa Ordinance 2008-89
PROGRESSIVE ENGINEERING & CONSTRUCTION, INC. DBA NA

is hereby certified as a

Women Business Enterprise (WBE)

In the following specialty(ies)

Environmental Engineering and Remediation

The certification is valid from October 14, 2019 to October 14, 2021

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

Gregory K. Hart, Manager
Minority and Small Business Manager

State of Florida

Woman Business Certification

Progressive Engineering & Construction, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:

12/30/2019 to 12/30/2021

Jonathan R. Satter, Secretary
Florida Department of Management Services



Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd



**Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development**

Small Business Registration

Progressive Engineering & Construction, Inc.

HC-1586/19

Valid from June 7, 2019 - June 7, 2021

Approved Lines of Business:

Engineering - Innovative Remedial Strategy/Stakeholder/Team Development, Environmental

Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department



**Board of County Commissioners
Economic Development Department
Minority and Disadvantaged Business Development**

Minority/Woman Business Certification

Progressive Engineering & Construction, Inc.

HC-2815/19

Valid from June 7, 2019 - June 7, 2021

Approved Lines of Business:

Engineering - Innovative Remedial Strategy/Stakeholder/Team Development, Environmental

Theresa Kempa
Minority and Disadvantaged Business Manager
Economic Development Department



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89

Ariel Business Group, Inc. (The)

is hereby certified as a

Minority Business Enterprise (MBE)

In the following specialty(ies)

Computer Consulting; Diversity Training; Management & Public Relations Consulting

The certification is valid from November 28, 2020 to November 28, 2022

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

Gregory K. Hart, Manager
Minority and Small Business Manager



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89

Ariel Business Group, Inc. (The)

is hereby certified as a

Small Local Business Enterprise (SLBE)

In the following specialty(ies)

Computer Consulting; Diversity Training; Management & Public Relations Consulting

The certification is valid from November 28, 2020 to November 28, 2022

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

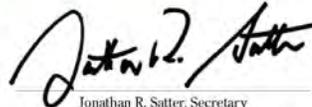
Gregory K. Hart, Manager
Minority and Small Business Manager

State of Florida

Minority Business Certification

SYLLA International, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
09/09/2020 to 09/09/2022



Jonathan R. Satter, Secretary
Florida Department of Management Services



Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89

Fresh Start Development, Inc.

is hereby certified as a

Minority Business Enterprise (MBE)

In the following specialty(ies)

General Contractor

The certification is valid from September 24, 2019 to September 24, 2021

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

Gregory K. Hart, Manager
Minority and Small Business Manager



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89

Fresh Start Development, Inc.

is hereby certified as a

Small Local Business Enterprise (SLBE)

In the following specialty(ies)

General Contractor

The certification is valid from September 24, 2019 to September 24, 2021

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

Gregory K. Hart, Manager
Minority and Small Business Manager



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89
Pedal Power Promoters, LLC DBA Pedal Power Promoters, LLC

is hereby certified as a

Small Local Business Enterprise (SLBE)

In the following specialty(ies)

Active transportation consulting, bicycle storage, bicycle and e-scooter rack sourcing, placement, and installation, bicycle safety education, urban cycling education.

The certification is valid from August 21, 2020 to August 21, 2022

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

**Gregory K. Hart, Manager
Minority and Small Business Manager**



Minority and Small Business Development

Certification Program

This is to certify that in accordance with City of Tampa Ordinance 2008-89
Pedal Power Promoters, LLC DBA Pedal Power Promoters, LLC

is hereby certified as a

Women Business Enterprise (WBE)

In the following specialty(ies)

Active transportation consulting, bicycle storage, bicycle and e-scooter rack sourcing, placement, and installation, bicycle safety education, urban cycling education.

The certification is valid from August 21, 2020 to August 21, 2022

Updates for recertification are required prior to the expiration date listed above. If at any time changes are made in the firm that are not in concert with our eligibility requirements, you agree to report those changes to us for evaluation. The City of Tampa reserves the right to terminate this certification at anytime it determines eligibility requirements are not being met.

**Gregory K. Hart, Manager
Minority and Small Business Manager**



ATTACHMENT C - CONFLICT OF INTEREST DISCLOSURE FORM

For purposes of determining any possible conflict of interest, all bidders/proposers, must disclose if any elected or appointed officer of the City of Tampa, City of Tampa employee(s), or any immediate family member* or close personal relation** of an elected or appointed officer of the City of Tampa or City employee(s) is also an owner, corporate officer, agent, employee, stockholder, or has a controlling financial interest***, etc., of their business.

**Immediate family* means spouse, parents and children of the person involved.

***Close personal relationship* means dating, cohabitation, and/or having an intimate sexual relationship. Dating includes but is not limited to casual dating, serious dating, or casual sexual involvement where the parties have no intention of carrying on a long-term relationship, cohabitation, and any other conduct or behavior normally associated with romantic or sexual relationships. This definition applies regardless of the sexual orientation of the employees involved. Persons involved in a close personal relationship shall be referred to as a "close personal relation."

****Controlling financial interest* means ownership, directly or indirectly, to ten (10) percent or more of the outstanding capital stock in any corporation or a direct or indirect interest of ten (10) percent or more in a firm, partnership, or other business entity or such other interest or position in a business entity sufficient to allow him or her to control its operations.

Indicate either "yes" (a City employee, elected or appointed official is also associated with your business), or "no". If yes, give person(s) name(s) and position(s) with your business.

YES NO

NAME(S) / POSITION(S)

FIRM NAME: InVictus Development, LLC

BY (PRINTED NAME): Paula McDonald Rhodes

BY (SIGNATURE): *Paula McDonald Rhodes*

TITLE: Manager

DATE: December 14, 2020

ATTACHMENT C - CONFLICT OF INTEREST DISCLOSURE FORM

For purposes of determining any possible conflict of interest, all bidders/proposers, must disclose if any elected or appointed officer of the City of Tampa, City of Tampa employee(s), or any immediate family member* or close personal relationship** of an elected or appointed officer of the City of Tampa or City employee(s) is also an owner, corporate officer, agent, employee, stockholder, or has a controlling financial interest***, etc., of their business.

*Immediate family means spouse, parents and children of the person involved.

**Close personal relationship means dating, cohabitation, and/or having an intimate sexual relationship. Dating includes but is not limited to casual dating, serious dating, or casual sexual involvement where the parties have no intention of carrying on a long-term relationship, cohabitation, and any other conduct or behavior normally associated with romantic or sexual relationships. This definition applies regardless of the sexual orientation of the employees involved. Persons involved in a close personal relationship shall be referred to as a "close personal relation."

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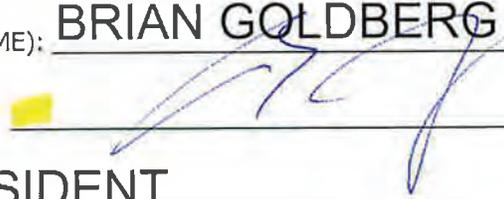
Indicate either "yes" (a City employee, elected or appointed official is also associated with your business), or "no". If yes, give person(s) name(s) and position(s) with your business.

YES NO

NAME(S) / POSITION(S)

FIRM NAME: ADC COMMUNITIES II, LLC

BY (PRINTED NAME): BRIAN GOLDBERG

BY (SIGNATURE): 

TITLE: PRESIDENT

DATE: 12/7/2020

ATTACHMENT C - CONFLICT OF INTEREST DISCLOSURE FORM

For purposes of determining any possible conflict of interest, all bidders/proposers, must disclose if any elected or appointed officer of the City of Tampa, City of Tampa employee(s), or any immediate family member* or close personal relation** of an elected or appointed officer of the City of Tampa or City employee(s) is also an owner, corporate officer, agent, employee, stockholder, or has a controlling financial interest***, etc., of their business.

*Immediate family means spouse, parents and children of the person involved.

**Close personal relationship means dating, cohabitation, and/or having an intimate sexual relationship. Dating includes but is not limited to casual dating, serious dating, or casual sexual involvement where the parties have no intention of carrying on a long-term relationship, cohabitation, and any other conduct or behavior normally associated with romantic or sexual relationships. This definition applies regardless of the sexual orientation of the employees involved. Persons involved in a close personal relationship shall be referred to as a "close personal relation."

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Indicate either "yes" (a City employee, elected or appointed official is also associated with your business), or "no". If yes, give person(s) name(s) and position(s) with your business.

YES NO

NAME(S) / POSITION(S)

FIRM NAME: THE BEDFORD GROUP OF COMPANIES

BY (PRINTED NAME): CHARLES QUARLES

BY (SIGNATURE): 

TITLE: PRESIDENT

DATE: 12/8/20





Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

S = SLBE W=WMBE O = Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade or Services NIGP Code (listed above)	Contact Method L=Letter F=Fax E=Email P=Phone	Quote or Response Received Y/N
Federal ID					
SLBE	2 Meyer Corp. 6308 Lake Sunrise Dr. Apollo Beach, FL 33572 813-210-4864, 813-645-5634 renatonjr@aol.com	CM	Construction	E	N
SLBE	3H Contracting, Inc. v 930 East 124th Avenue Tampa, FL 33612	CM	Construction	E	N
MBE	4M Market Solutions, LLC 402 havenwood way Valrico, FL 33594	NM	Construction-Related Services	E	N
MBE	5M CIVIL LLC 12506 Bronco Drive TAMPA, FL 33626	HF	Construction-Related Services	E	N
SLBE	5M CIVIL LLC 12506 Bronco Drive TAMPA, FL 33626	HM	Construction-Related Services	E	N
MBE	A&B Engineering Consultants PA 14164 Stilton St Tampa, FL 33626	HM	Construction-Related Services	E	N
SLBE	A.D. Engineering, P.A. 204 Holland Avenue Temple Terrace, FL 33617	CM	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula McDonald Rhodes Name/Title: Paula McDonald Rhodes ^{President/Manager} Date: 12/14/2020
Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

Forms must be included with Bid / Proposal



Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

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 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

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No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

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Federal ID					
MBE	A.D.A. Engineering, Inc. 8550 NW 33rd St, Suite 202 Miami, FL 33122 786-412-8682, 305-551-8977 iargudin@adaeng.net	HF	Construction-Related Services	E	N
MBE	Abacron LLC 7113 Whittier st Tampa, FL 33617	BF	Construction	E	N
SLBE	Abacron LLC 7113 Whittier st Tampa, FL 33617	BF	Construction	E	N
MBE	Above Electric LLC 207 Tower Dr Oldsmar, FL 34677	HM	Construction	E	N
SLBE	Above Electric LLC 207 Tower Dr Oldsmar, FL 34677	HM	Construction	E	N
MBE	ABSOLUTE EROSION CONTROL LLC 270 ARBOR DRIVE WEST PALM HARBOR, FL 34683	HM	Construction	E	N
SLBE	ABSOLUTE EROSION CONTROL LLC 270 ARBOR DRIVE WEST PALM HARBOR, FL 34683	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Rubén Donald Rhodes Name/Title: Rubén Donald Rhodes ^{President} Date: 12/14/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

Forms must be included with Bid / Proposal



Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
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 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

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See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

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Federal ID					
WBE	Acclaim Service Group, Inc. 11504 Perpetual Drive Odessa, FL 33556 727-848-3200, 727-848-3211 jamie@acclaimservicegroup.com	CF	Construction	E	N
SLBE	Accurate Drilling Solutions LLC 10702 Bloomingdale Avenue Riverview, FL 33578	CM	Construction	E	N
SLBE	ADAMS TRAFFIC INC 2404 Airport Road, Suite 2 PLANT CITY, FL 33563	CF	Construction-Related Services	E	N
WBE	ADAMS TRAFFIC INC 2404 Airport Road, Suite 2 PLANT CITY, FL 33563	CF	Construction-Related Services	E	N
WBE	ADE Engineered Solutions of Florida 776 Bennett Dr., Suite 121 Longwood, FL 32750	CF	Construction	E	N
SLBE	ADEAS-Q 201 E. Kennedy Boulevard, Suite 950 Tampa, FL 33602	CM	Construction-Related Services	E	N
SLBE	Advanced Door Services, Inc. 1602 E Alsobrook Street Plant City, FL 33563	CF	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Deacon Rhodes Name/Title: Paula M. Deacon Rhodes ^{President/Manager} Date: 12/14/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal



Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

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Federal ID					
WBE	Advanced Door Services, Inc. 1602 E Alsobrook Street Plant City, FL 33563 813-759-4300, lspradling@advanceddoorservices.com	CF	Construction	E	N
MBE	Advanced Painting Of Tampa, Inc. 9263 Lazy Ln Tampa, FL 33614	HM	Construction-Related Services	E	N
SLBE	Advanced Painting Of Tampa, Inc. 9263 Lazy Ln Tampa, FL 33614	HM	Construction-Related Services	E	N
SLBE	Advanced Systems Engineering, Inc. 13555 Automobile Blvd., Suite 330 Clearwater, FL 33762	CM	Construction-Related Services	E	N
SLBE	Advantage Engineering, Inc. 3914 Flatiron Loop #102 Wesley Chapel, FL 33544	CM	Construction-Related Services	E	N
MBE	Advantage Environmental Services, Inc. 2325 5th Avenue North St. Petersburg, FL 33713	BF	Construction	E	N
SLBE	Advantage Environmental Services, Inc. 2325 5th Avenue North St. Petersburg, FL 33713	BF	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paul McDonald Rhodes Name/Title: Paul McDonald Rhodes Date: 9/21/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

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Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

- No Firms were contacted or solicited for this contract.
 No Firms were contacted because: _____
 See attached list of additional Firms solicited and all supplemental information (List must comply to this form)
Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

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Federal ID					
MBE	AGENOR & CAMPBELL STRUCTURAL ENGINEERS LLC (PART TIME) 670 Island Way, Suite 301 Clearwater, FL 33767 813-770-9464, remy@ac-structural.com	BM	Construction-Related Services	E	N
SLBE	AGENOR & CAMPBELL STRUCTURAL ENGINEERS LLC (PART TIME) 670 Island Way, Suite 301 Clearwater, FL 33767	BM	Construction-Related Services	E	N
MBE	AGF ALLIANCE DESIGN & CONSTRUCTION, INC. 12421 N Florida Ave, Suite 218 Tampa, FL 33612	BM	Construction	E	N
SLBE	AGF ALLIANCE DESIGN & CONSTRUCTION, INC. 12421 N Florida Ave, Suite 218 Tampa, FL 33612	BM	Construction	E	N
MBE	Aguila Electrical Services, Inc. 5708 N 56TH ST Tampa, FL 33610	HF	Construction	E	N
SLBE	Aguila Electrical Services, Inc. 5708 N 56TH ST Tampa, FL 33610	HF	Construction	E	N
MBE	Air At Your Door 6001 Johns Rd suite-223 Tampa, FL 33634	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodes Name/Title: Paula M. Rhodes, Manager Date: 12/14/2020
President

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**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

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Federal ID					
SLBE	Air At Your Door 6001 Johns Rd suite-223 Tampa,FL 33634 999-999-9999,813-906-6681 carlos@airatyourdoor.com	HM	Construction	E	N
MBE	Air Efficiency Corp 462 W 84 ST Hialeah,FL 33014	HM	Construction	E	N
MBE	Aireko Energy Solutions US, LLC 2415 W Sand Lake Rd., Ste. E Orlando,FL 32809	HF	Construction-Related Services	E	N
MBE	Akira Wood LLC 619 S. Main St. Gainesville,FL 32601	AM	Construction	E	N
SLBE	All Construction Services, Inc. 18801 N Dale Mabry Hwy, #109 Lutz,FL 33549	CF	Construction	E	N
WBE	All Construction Services, Inc. 18801 N Dale Mabry Hwy, #109 Lutz,FL 33549	CF	Construction	E	N
MBE	All Flooring Services 5001 Golden Fig Ln Wimauma,FL 33598	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paul M. Rhodes Name/Title: Paul M. Rhodes, Manager Date: 12/14/2020
 President

**Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
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**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

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Federal ID					
SLBE	All Flooring Services 5001 Golden Fig Ln Wimauma, FL 33598 813-562-9498, info@allflooring.net	HM	Construction	E	N
SLBE	All Trades Historical Restoration 252 3rd Street North Saint Petersburg, FL 33701	CF	Construction	E	N
WBE	All Trades Historical Restoration 252 3rd Street North Saint Petersburg, FL 33701	CF	Construction	E	N
SLBE	Allegedly Design 5128b N Florida Ave Tampa, FL 33603	CM	Construction-Related Services	E	N
MBE	Allen Masonry & General Contractor, Inc. 4710 Dunquin Pl Tampa, FL 33610	BM	Construction	E	N
SLBE	Allen Masonry & General Contractor, Inc. 4710 Dunquin Pl Tampa, FL 33610	BF	Construction	E	N
MBE	Alliance Power Solutions, Inc. 3615 E LAKE AVE TAMPA, FL 33610	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: *Pula M. Rhodes* Name/Title: *Pula M. Rhodes Manager* Date: *12/14/2020*

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S = SLBE W=WMBE O = Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade or Services NIGP Code (listed above)	Contact Method L=Letter F=Fax E=Email P=Phone	Quote or Response Received Y/N
MBE	All-In-One Electric, Inc. 1201 W WATERS AVENUE TAMPA,FL 33604 813-849-6331,813-514-0473 ereed@aioelectric.com	BM	Construction	E	N
SLBE	All-In-One Electric, Inc. 1201 W WATERS AVENUE TAMPA,FL 33604	BM	Construction	E	N
SLBE	Alta Vista Communications Inc. 5003 N. 40th Street, suite 101 Tampa,FL 33610	CF	Construction	E	N
WBE	Alta Vista Communications Inc. 5003 N. 40th Street, suite 101 Tampa,FL 33610	CF	Construction	E	N
MBE	Alvarez Plumbing Company, Inc. 1623 S. 51st Street Tampa,FL 33619	HM	Construction	E	N
MBE	Ambient Technologies, Inc. 4610 Central Avenue St. Petersburg,FL 33711	HM	Construction-Related Services	E	N
MBE	Analytic Engineering, Inc. 15627 N HIMES AVENUE TAMPA,FL 33618	BM	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: *Rula McDonald Rhodes* Name/Title: *Rula M. Rhodes President/Manager* Date: *12/14/2020*

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

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**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

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SLBE	Analytic Engineering, Inc. 15627 N HIMES AVENUE TAMPA, FL 33618 813-841-6548, 813-902-6584 astewart@analytic-engineering.com	BM	Construction-Related Services	E	N
SLBE	Anderson Lesniak Limited Inc 4921 S WESTSHORE BLVD TAMPA, FL 33611	CF	Construction-Related Services	E	N
WBE	Anderson Lesniak Limited Inc 4921 S WESTSHORE BLVD TAMPA, FL 33611	CF	Construction-Related Services	E	N
SLBE	AngleRight Surveying, LLC 12506 Twin Branch Acres Rd. Tampa, FL 33626	CM	Construction-Related Services	E	N
SLBE	Anston-Greenlees, Inc. 1315 W Fletcher Ave. Tampa, FL 33612	CM	Construction-Related Services	E	N
SLBE	Anticus Engineering LLC 11940 Lark Song Loop Riverview, FL 33579	CF	Construction-Related Services	E	N
WBE	Anticus Engineering LLC 11940 Lark Song Loop Riverview, FL 33579	CF	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodes Name/Title: Paula M. Rhodes, President Date: 12/14/2020

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**Page 1 of 4 – DMI Solicited/Utilized Schedules
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 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

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SLBE	Apollo Construction & Engineering Services, Inc. 1821 36th Street SE Ruskin, FL 33570 813-645-4926, 813-645-3351 tkamprath@apollo-construction.com	CM	Construction	E	N
WBE	Apple Designs, Inc. 3739 National Drive, Suite 228, Suite 228 Raleigh, NC 27612	CF	Construction-Related Services	E	N
SLBE	Applied Sciences Consulting, Inc. 1000 N. Ashley Drive, Suite 500 Tampa, FL 33602	CM	Construction-Related Services	E	N
MBE	Apsis Construction LLC 1120 E Kennedy Blvd unit 1122 Tampa, FL 33602	BM	Construction	E	N
SLBE	Apsis Construction LLC 1120 E Kennedy Blvd unit 1122 Tampa, FL 33602	BM	Construction	E	N
MBE	Aquarius Worldwide Enterprises LLC 4011 W Bay Villa Ave Tampa, FL 33611	HF	Construction	E	N
MBE	Araozza Brothers Corporation 15901 S.W. 242th Street Homestead, FL 33031	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodes Name/Title: Paula M. Rhodes, Manager Date: 12/14/2020
President

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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

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MBE	Architectural Tile & Marble, Inc. 5303 S MacDill Av, Suite 100 Tampa, FL 33611 813-839-2100, graham@archtile.com	HF	Construction	E	N
MBE	Arconial Architecture, LLC 1211 Tech Blvd, Suite 134 Tampa, FL 33619	BF	Construction-Related Services	E	N
SLBE	Arconial Architecture, LLC 1211 Tech Blvd, Suite 134 Tampa, FL 33619	BM	Construction-Related Services	E	N
WBE	AREHNA Engineering, Inc. 5012 W. Lemon Street Tampa, FL 33609	CF	Construction-Related Services	E	N
MBE	Associated Cost Engineers of Delaware, Inc. 801 North Pine Hills Road Orlando, FL 32808	BM	Construction	E	N
SLBE	Aurora Civil Engineering, Inc. 610 E. Morgan St. Brandon, FL 33510	CM	Construction-Related Services	E	N
SLBE	Austin Construction Group, Inc. 1302 N 23rd Street Tampa, FL 33605	CM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Bula McDonald Rhodes Name/Title: Bula M. Rhodes, President/Manager Date: 12/14/2020

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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

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MBE	Aviman Management, LLC 550 N Reo Street, Suite 300 Tampa, FL 33609 302-377-5788, 302-543-7403 levi@avimanmanagement.com	BM	Construction	E	N
MBE	Award Engineering, Inc. 7804 N. Florida Ave. Tampa, FL 33604	AF	Construction-Related Services	E	N
SLBE	Award Engineering, Inc. 7804 N. Florida Ave. Tampa, FL 33604	AF	Construction-Related Services	E	N
MBE	B & E Signal and Lighting, Inc. 6447 33RD ST E SARASTOA, FL 34243	AM	Construction	E	N
WBE	B2Gnow Test 6 1601 Camelback Road Phoenix, AZ 85016	CM	Construction-Related Services	E	N
MBE	Baker Barrios Architects, Inc. 100 Madison Street, Suite 100 Tampa, FL 33602	HM	Construction-Related Services	E	N
SLBE	BAL Engineering Inc 154A WHITAKER RD LUTZ, FL 33549	CM	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodus Name/Title: Paula M. Rhodus, Manager Date: 12/14/2020
President

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 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

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No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

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Federal ID					
MBE	Bala Consulting Services 18527 BITTERN AVE LUTZ,FL 33558 813-962-4697,813-962-4697 balapadman@balacs.net	AM	Construction-Related Services	E	N
SLBE	Bala Consulting Services 18527 BITTERN AVE LUTZ,FL 33558	AM	Construction-Related Services	E	N
MBE	Barnes, Ferland and Associates, Inc 1230 Hillcrest Street, Suite 100, Suite 100 Orlando,FL 32803	BM	Construction-Related Services	E	N
MBE	Baron's Landscaping Services, Inc. 2415 East Sligh Avenue Tampa,FL 33610	BM	Construction	E	N
SLBE	Baron's Landscaping Services, Inc. 2415 East Sligh Avenue Tampa,FL 33610	HM	Construction	E	N
MBE	Baslee Engineering Solutions (BES), Inc 11007 N 56th Street, Suite 208 Temple Terrace,FL 33617	AM	Construction-Related Services	E	N
SLBE	Baslee Engineering Solutions (BES), Inc 11007 N 56th Street, Suite 208 Temple Terrace,FL 33617	AM	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: *Paula M. Rhodes* Name/Title: *Paula M. Rhodes, Manager* Date: *12/14/2020*
President

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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

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Federal ID					
SLBE	Bayer United Engineering Consultants 10137 Kingsbridge Ave TAMPA,FL 33626 813-460-2199, mbayer@bayerunited.com	CM	Construction-Related Services	E	N
SLBE	Bearing Point Construction, Inc. 10315 Technology Terrace Bradenton,FL 34211	CM	Construction	E	N
MBE	Beato Group, Inc. 8961 Turnstone Haven Place Tampa,FL 33619	HM	Construction	E	N
SLBE	Beato Group, Inc. 8961 Turnstone Haven Place Tampa,FL 33619	HM	Construction	E	N
SLBE	Belt Engineering, LLC 1503 West Busch Blvd. Tampa,FL 33612	CM	Construction-Related Services	E	N
MBE	Benro Enterprises, Inc 5025 W. Rio Vista Ave Tampa,FL 33634	HM	Construction	E	N
SLBE	Beryl Project Engineering 2810 N 10th St Tampa,FL 33605	CM	Construction-Related Services	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: *Paul M. Rhodes* Name/Title: *Paul M. Rhodes, Manager* Date: *12/14/2020*

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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

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Federal ID					
SLBE	Billier Reinhart Engineering Group, Inc. 3434 Colwell Avenue, Suite 100 Tampa, FL 33614 813-908-7203, 813-931-5200 rreinhart@billierreinhart.com	CM	Construction-Related Services	E	N
WBE	BLACKTIP SERVICES INC 52 RILEY RD STE 422 CELEBRATION, FL 34747	CF	Construction	E	N
SLBE	Booth Design Group, Inc. 146 2nd Street North, Suite 302 St. Petersburg, FL 33701	CM	Construction-Related Services	E	N
WBE	Breaking Ground Contracting Company 4218 Highway Avenue Jacksonville, FL 32254	CF	Construction	E	N
MBE	Brindley Pieters & Associates, Inc. 2600 Maitland Center Parkway, Suite 180 Maitland, FL 32751	BM	Construction-Related Services	E	N
MBE	Brite Ideas Electric, LLC 15432 N Nebraska Ave Tampa, FL 33549	AM	Construction	E	N
SLBE	Brite Ideas Electric, LLC 15432 N Nebraska Ave Tampa, FL 33549	AM	Construction	E	N

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Signed: Paula McDonald Rhodes Name/Title: Paula M. Rhodes, President/Manager Date: 12/14/2020

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Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

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SLBE	Broadway Engineering PA 1335 W. Cass St. TAMPA,FL 33606 813-251-9244,813-251-9330 ebroadway@broadway-eng.com	CF	Construction-Related Services	E	N
WBE	Broadway Engineering PA 1335 W. Cass St. TAMPA,FL 33606	CF	Construction-Related Services	E	N
MBE	Brown & Brown Electric, Inc. 1150 SW 30th Avenue Pompano Beach,FL 33069	BM	Construction	E	N
MBE	Broxton & Broxton Contracting LLC 10107 N 14th Street Tampa,FL 33612	HF	Construction	E	N
SLBE	Broxton & Broxton Contracting LLC 10107 N 14th Street Tampa,FL 33612	HF	Construction	E	N
MBE	BSC Solutions Group Inc 4210 North Coolidge Avenue, #3 Tampa,FL 33614	BM	Construction	E	N
SLBE	BSC Solutions Group Inc 4210 North Coolidge Avenue, #3 Tampa,FL 33614	BF	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodes Name/Title: Paula M. Rhodes, Manager Date: 12/14/2020
President

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 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 336060
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

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MBE	BUN Construction Co., Inc. 4135 E. Hillsborough Avenue Tampa, FL 33610 813-931-8270, 813-931-9185 bunconstruction@tampabay.rr.com	BM	Construction	E	N
SLBE	BUN Construction Co., Inc. 4135 E. Hillsborough Avenue Tampa, FL 33610	BM	Construction	E	N
WBE	Bussey Construction Services, Inc. 32234 Summerglade Dr Wesley Chapel, FL 33545	CF	Construction	E	N
MBE	Busto Plumbing Services, Inc 1702 WEST SAINT LOUIS ST TAMPA, FL 33607	HM	Construction	E	N
SLBE	Busto Plumbing Services, Inc 1702 WEST SAINT LOUIS ST TAMPA, FL 33607	HM	Construction	E	N
MBE	C&C Painting Contractors Inc. 8372 Standish Bend Dr. Tampa, FL 33615	HM	Construction	E	N
SLBE	C&C Painting Contractors Inc. 8372 Standish Bend Dr. Tampa, FL 33615	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula McDonald Rhodes Name/Title: Paula M. Rhodes, Manager Date: 12/14/2020
President/

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SLBE	C. B. Goldsmith & Associates, Inc. 13101 56th Court N, Suite 801 Clearwater, FL 33760 727-540-0456, 727-540-0305 rwhitcomb@cbgoldsmith.com	CM	Construction-Related Services	E	N
MBE	Caldeco Mechanical Services Inc. 1709 N. Howard Ave. Tampa, FL 33607	HM	Construction	E	N
SLBE	Campo Engineering, Inc. 1725 E 5th Avenue Tampa, FL 33605	CF	Construction-Related Services	E	N
WBE	Campo Engineering, Inc. 1725 E 5th Avenue Tampa, FL 33605	CF	Construction-Related Services	E	N
MBE	Capital Consulting Solutions, LLC 9010 Strada Stell Ct., Suite 108 Naples, FL 34109	AM	Construction-Related Services	E	N
SLBE	CARJA CONSTRUCTION, INC 18803 cherrybirch cir lutz, FL 33558	CF	Construction	E	N
WBE	CARJA CONSTRUCTION, INC 18803 cherrybirch cir lutz, FL 33558	CF	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Pulam Rhodes Name/Title: Pulam Rhodes, Manager Date: 12/14/2020
Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal



Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavalieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

S = SLBE W=WMBE O = Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade or Services NIGP Code (listed above)	Contact Method L=Letter F=Fax E=Email P=Phone	Quote or Response Received Y/N
WBE	Carl Hankins, Inc. 14512 N. Nebraska Ave. Tampa, FL 33613 813-977-7270, 813-977-5419 terrihc@chisesinc.com	CF	Construction	E	N
SLBE	Catalano Engineering, Inc. 2119 West Cass Street Tampa, FL 33606	CM	Construction-Related Services	E	N
SLBE	Cayman Construction Group 2938 W Bay Dr, Ste A Belleair Bluffs, FL 33770	CF	Construction	E	N
WBE	Cayman Construction Group 2938 W Bay Dr, Ste A Belleair Bluffs, FL 33770	CF	Construction	E	N
MBE	Central Florida Contractors Inc 13345 Pine Bark Ct Largo, FL 33774	HM	Construction	E	N
MBE	CES Consultants, Inc. 101 EAST KENNEDY BLVD, SUITE 1106 TAMPA, FL 33602	HM	Construction-Related Services	E	N
MBE	Cherokee Enterprises, Inc. 12981 NW 113th Ct Medley, FL 33178	HM	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: Paula M. Rhodes Name/Title: Paula M. Rhodes, Manager Date: 12/14/2020
Resident

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

Forms must be included with Bid / Proposal



Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive

**Page 1 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All Solicited Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-10)**

Contract No.: 20-P-00042 Contract Name: RFP for Rome Yard Mix-Use Development
 Company Name: InVictus Development Address: 1910 W. Cast Street Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813-448-7868 Fax: N/A Email: rcavallieri@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 2 of 4.

No Firms were contacted or solicited for this contract.

No Firms were contacted because: _____

See attached list of additional Firms solicited and all supplemental information (List must comply to this form)

Note: Form MBD-10 must list ALL subcontractors solicited including Non-minority/small businesses

NIGP Code Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

S = SLBE W=WMBE O = Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade or Services NIGP Code (listed above)	Contact Method L=Letter F=Fax E=Email P=Phone	Quote or Response Received Y/N
Federal ID					
SLBE	Ciccarello & Son, Inc. 7117 N. Armenia Ave. Tampa,FL 33604 813-933-5512,813-933-5225 jiccarello@ciccarelloandson.com	CF	Construction	E	N
WBE	Ciccarello & Son, Inc. 7117 N. Armenia Ave. Tampa,FL 33604	CF	Construction	E	N
MBE	City Wide Paving, LLC 2508 N. 32nd St. Tampa,FL 33605	BM	Construction	E	N
SLBE	City Wide Paving, LLC 2508 N. 32nd St. Tampa,FL 33605	BM	Construction	E	N
WBE	Cladding Systems, Inc. 3218 E 4th Ave Tampa,FL 33605	CF	Construction	E	N
WBE	Clementi Environmental Consulting 620 East Twiggs Street, Suite 206 Tampa,FL 33602	CF	Construction-Related Services	E	N
MBE	CMS Crawford Maintenance Services LLC. 14028 Palm Way Largo,FL 33771	HF	Construction	E	N

It is hereby certified that the information provided is an accurate and true account of contacts and solicitations for sub-contracting opportunities on this contract.

Signed: *Paul M. Rhodes* Name/Title: *Paul M. Rhodes, President* Date: *12/14/2020*

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal

Page 3 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All To-Be-Utilized Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-20)

Contract No.: 20-P-00042 Contract Name: RFP FOR ROME YARD MIXED-USE DEVELOPMENT
 Company Name: Invictus Development, LLC Address: 1910 West Cass Street, Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813 : 448-7868 Email: prhodes@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 4 of 4.

See attached list of additional Firms Utilized and all supplemental information (List must comply to this form)

Note: Form MBD-20 must list ALL subcontractors To-Be-Utilized including Non-minority/small businesses

No Subcontracting/consulting (of any kind) will be performed on this contract.

No Firms are listed to be utilized because:

NIGP Code General Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

Enter "S" for firms Certified as Small Local Business Enterprises, "W" for firms Certified as Women/Minority Business Enterprise, "O" for Other Non-Certified

S = SLBE W=WMBE O=Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic Am. AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade, Services, or Materials NIGP Code Listed above	\$ Amount Letter of Intent (LOI) if available	Percent of Scope or Contract %
O	Sula Too, LLC; 1405 Tampa Park Plaza Street, T	*BM	92419/715		
45-0709095					
O	Mechanik Nuccio Hearne & Wester, P.A.; 305 So	CM			
65-0641376					
W	Progressive Engineering & Construction, Inc.; 12	CF	925		5% - TBD
59-3604711					
O	LEMA Construction & Developers, Inc.; 1631 Cor	CM			
13-4311568					
S	Invictus Development, LLC; 1910 W. Cass St, Ta	CF	909		40% TBD
47-5083123					
O	The Bedford Group 12400 Wilshire Blvd. Ste. 850 Los Angeles, CA 90025; 310/568-8500	*BM			
47-5237103					

Total ALL Subcontract / Supplier Utilization \$ 1,200,000 (Pre-development and Design Only)

Total SLBE Utilization \$ 480,000

Total WMBE Utilization \$ 540,000

Percent SLBE Utilization of Total Bid/Proposal Amt. 40 % Percent WMBE Utilization of Total Bid/Proposal Amt. 45 %

It is hereby certified that the following information is a true and accurate account of utilization for sub-contracting opportunities on this Contract.

Signed: Paula McDonald Rhodes Name/Title: President/Manager Date: 12/15/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal

MBD 20 rev./effective 02/2016

Page 3 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All To-Be-Utilized Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-20)

Contract No.: **20-P-00042** Contract Name: **RFP FOR ROME YARD MIXED-USE DEVELOPMENT**
 Company Name: Invictus Development, LLC Address: 1910 West Cass Street, Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813 448-7868 Email: prhodes@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 4 of 4.

See attached list of additional Firms Utilized and all supplemental information (List must comply to this form)

Note: Form MBD-20 must list ALL subcontractors To-Be-Utilized including Non-minority/small businesses

No Subcontracting/consulting (of any kind) will be performed on this contract.

No Firms are listed to be utilized because:

NIGP Code General Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

Enter "S" for firms Certified as Small Local Business Enterprises, "W" for firms Certified as Women/Minority Business Enterprise, "O" for Other Non-Certified

S = SLBE W=WMBE O =Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic Am. AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade, Services, or Materials NIGP Code Listed above	\$ Amount Letter of Intent (LOI) if available	Percent of Scope or Contract %
Federal ID					
SW	The Ariel Business Group, Inc. 3706 W. McKay Ave; Ste. B Tampa, FL 33609; 813/207-0003	BM	918		2% - TBD
59-3359574					
O	JMG Realty, Inc. 5605 Glenridge Drive; Ste. 1010 Atlanta, GA 30342; 321/728-1810 x 102	CM			
58-2287566					
O	George Trujillo Incorporated 3710 N Clearfield Ave Tampa, FL 33603; 813/927-2988	HM			
06-1718241					
SW	Pedal Power Promoters, LLC 2402 W. Morrison Ave., Unit 3 Tampa, FL 33629; 813/263-4785	CF	952		2% - TBD
47-2952190					
O	Compspring, LLC 2104 Merritt Park Drive Orlando, FL 32803; 407/952-0134	*CF			
26-1115580					
SW	Solution Services Tampa, Inc. 7725 Cedarhurst Lane Tampa, FL 33625; 813/610-2653	CF	918		3% - TBD
81-5276810					

Total ALL Subcontract / Supplier Utilization \$ \$1,200,000 (Pre-development and Design Only)

Total SLBE Utilization \$ 84,000

Total WMBE Utilization \$ 84000

Percent SLBE Utilization of Total Bid/Proposal Amt. 3 % Percent WMBE Utilization of Total Bid/Proposal Amt. 3 %

It is hereby certified that the following information is a true and accurate account of utilization for sub-contracting opportunities on this Contract.

Signed: *Paula McDonald Rhodes* Name/Title: President/Manager Date: 12/14/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal

MBD 20 rev./effective 02/2016

**Page 3 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All To-Be-Utilized Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-20)**

Contract No.: 20-P-00042 Contract Name: RFP FOR ROME YARD MIXED-USE DEVELOPMENT
 Company Name: Invictus Development, LLC Address: 1910 West Cass Street, Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813 448-7868 Email: prhodes@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 4 of 4.

See attached list of additional Firms Utilized and all supplemental information (List must comply to this form)

Note: Form MBD-20 must list ALL subcontractors To-Be-Utilized including Non-minority/small businesses

No Subcontracting/consulting (of any kind) will be performed on this contract.

No Firms are listed to be utilized because:

NIGP Code General Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

Enter "S" for firms Certified as Small Local Business Enterprises, "W" for firms Certified as Women/Minority Business Enterprise, "O" for Other Non-Certified

S = SLBE W=WMBE O=Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic Am. AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade, Services, or Materials NIGP Code Listed above	\$ Amount Letter of Intent (LOI) if available	Percent of Scope or Contract %
O	ADC COMMUNITIES II, LLC 21600 Oxnard Street; Ste 1200 Woodland Hills, CA 91367; 818/668-6800	CM			

Total ALL Subcontract / Supplier Utilization \$ 1,200,000 (Pre-development and Design Only)
Total SLBE Utilization \$ 0%
Total WMBE Utilization \$ 0%
Percent SLBE Utilization of Total Bid/Proposal Amt. 0 % Percent WMBE Utilization of Total Bid/Proposal Amt. 0 %

It is hereby certified that the following information is a true and accurate account of utilization for sub-contracting opportunities on this Contract.

Signed: Paula McDonald Rhodes Name/Title: President/Manager Date: 12/14/2020
Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal

Page 3 of 4 – DMI Solicited/Utilized Schedules
City of Tampa – Schedule of All To-Be-Utilized Sub-(Contractors/Consultants/Suppliers)
(FORM MBD-20)

Contract No.: 20-P-00042 Contract Name: RFP FOR ROME YARD MIXED-USE DEVELOPMENT
 Company Name: Invictus Development, LLC Address: 1910 West Cass Street, Tampa, FL 33606
 Federal ID: 47-5083123 Phone: 813 448-7868 Email: prhodes@invictusdev.com

Check applicable box(es). Detailed Instructions for completing this form are on page 4 of 4.

See attached list of additional Firms Utilized and all supplemental information (List must comply to this form)

Note: Form MBD-20 must list ALL subcontractors To-Be-Utilized including Non-minority/small businesses

No Subcontracting/consulting (of any kind) will be performed on this contract.

No Firms are listed to be utilized because:

NIGP Code General Categories: Buildings = 909, General = 912, Heavy = 913, Trades = 914, Architects = 906, Engineers & Surveyors = 925, Supplier = 912-77

Enter "S" for firms Certified as Small Local Business Enterprises, "W" for firms Certified as Women/Minority Business Enterprise, "O" for Other Non-Certified

S = SLBE W=WMBE O =Neither	Company Name Address Phone, Fax, Email	Type of Ownership (F=Female M=Male) BF BM = African Am. HF HM = Hispanic Am. AF AM = Asian Am. NF NM = Native Am. CF CM = Caucasian	Trade, Services, or Materials NIGP Code Listed above	\$ Amount Letter of Intent (LOI) if available	Percent of Scope or Contract %
O	Alliant Strategic Investments, LLC 21600 Oxnard Street; Ste. 1200 Woodland Hills, CA 91367; 877/237-9972	CM			
O	Stantec Consulting Group, Inc. 777 S. Harbour Island Blvd; Ste. 600 Tampa, FL 33602; 813/746-3869	CM			
O	Bessolo Design Group, Inc. 7901 4th Street North; Ste. 200 St. Petersburg, FL 33702; 727/894-4453	CM			
O	Sylla International, Inc. 615 Luzon Ave Tampa, FL 33606; 813/527-7570	*BM			
O	Walker & Company, Inc. 931 N. Pennsylvania Ave Winter Park, FL 32789; 407/645-0500	CM			
SW	Fresh Start Development, Inc. 5508 N. 50th Street; Ste. 20 Tampa, FL 33610	BF	968		TBD - Min. of 20% of Phase II

Total ALL Subcontract / Supplier Utilization \$ Phase II Hard Cost TBD - Est. \$3 Million

Total SLBE Utilization \$ 20% of Phase II (Townhomes) Construction Cost - Est. \$3 Million

Total WMBE Utilization \$ 20% of Phase II (Townhomes) Construction Cost - Est. \$3 Millic

Percent SLBE Utilization of Total Bid/Proposal Amt. 20 % **Percent WMBE Utilization of Total Bid/Proposal Amt.** 20 %

It is hereby certified that the following information is a true and accurate account of utilization for sub-contracting opportunities on this Contract.

Signed: Paula McDonald Rhodes Name/Title: President/Manager Date: 12/14/2020

Failure to Complete, Sign and Submit Both Forms 10 & 20 SHALL render the Bid or Proposal Non-Responsive
Forms must be included with Bid / Proposal

MBD 20 rev./effective 02/2016

Procurement Guidelines To Implement Minority & Small Business Participation

Underutilized WMBE Primes by Industry Category

FORMAL PROCUREMENT	Construction	Construction- Related	Professional	Non-Professional	Goods
	Black	Asian	Black	Black	Black
	Hispanic	Native Am.	Hispanic	Asian	Hispanic
	Native Am.	Woman	Asian	Native Am.	Asian
	Woman		Native Am.		Native Am.
			Woman		Woman

Underutilized WMBE Sub-Contractors / Sub-Consultants

SUB WORK	Construction	Construction- Related	Professional	Non-Professional	Goods
	Black	Black	Black	Black	Black
		Asian	Hispanic	Asian	Asian
		Native Am.	Asian	Native Am.	Native Am.
		Woman	Native Am.		Woman
			Woman		

Policy

The Guidelines apply to formal procurements and solicitations. WMBE participation will be narrowly-tailored.

Index

- Black = Black/African-American Business Enterprise
- Hispanic = Hispanic Business Enterprise
- Asian = Asian Business Enterprise
- Native Am. = Native American Business Enterprise
- Woman = Woman Business Enterprise (Caucasian)

Industry Categories

Construction is defined as: new construction, renovation, restoration, maintenance of public improvements and underground utilities.

Construction-Related Services are defined as: architecture, professional engineering, landscape architecture, design build, construction management services, or registered surveying and mapping.

Professional Services are defined as: attorney, accountant, medical doctor, veterinarian, miscellaneous consultant, etc.

Non-Professional Services are defined as: lawn maintenance, painting, janitorial, printing, hauling, security guard, etc.

Goods are defined as: all supplies, materials, pipes, equipment, machinery, appliances, and other commodities.

MBD Form-70
Paula McDonald Rhodes, Paula Rhodes, President/Manager 12/14/2020

City of Tampa
Official Letter of Intent

(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC
Address: 1910 W. Cass Street, Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: (813) 448-7868 Fax: N/A
Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: Solution Services Tampa, Inc.
Address: 7725 Cedarhurst Lane

Contact Person: Jeanette LaRussa Fenton
Telephone: 813-610-2653 Fax: N/A
Email: jeanette@solutionservicestampa.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:
Community Engagement Plan implementation; community and business outreach; communications;
Success Center planning and implementation; strategic project planning

D. Cost of work to be performed by WMBE/SLBE: TBD

E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount: \$TBD

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: Paula McDonald Rhodes Date: 12/14/2020
Signature and Title

WMBE/SLBE Firm: Jeanette LaRussa Fenton President Date: 12/10/20
Signature and Title

Rev. 10/12/12 MBD 40

City of Tampa
Official Letter of Intent
(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC
Address: 1910 W. Cass Street; Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: (813) 448-7868 Fax: N/A
Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: InVictus Development, LLC
Address: 1910 W. Cass Street; Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: 813/448-7868 Fax: N/A
Email: prhodes@invictusdev.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:
Manage all three phases of development including hiring of professionals, contractors, negotiating contracts with all companies and the City, work with the lenders on all financing, assist the management company with leasing decisions and sales of all units.

D. Cost of work to be performed by WMBE/SLBE: 35,000,000 (TBD)

E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount: \$ 16%

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: Paula McDonald Rhodes President/Manager Date: 12/14/2020
Signature and Title

WMBE/SLBE Firm: Paula McDonald Rhodes President/Manager Date: 12/14/2020
Signature and Title

City of Tampa
Official Letter of Intent

(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC
Address: 1910 W. Cass Street; Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: (813) 448-7868 Fax: N/A
Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: Progressive Engineering & Construction, Inc.
Address: 12402 N. 56th Street, Tampa, FL 33617

Contact Person: Bridget S. Morello, P.E., President
Telephone: 813-930-0669 ext 205 Fax: 813-930-9809
Email: bmorello@progressiveec.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:
Various engineering, environmental, drafting, construction management, and other services as needed.

D. Cost of work to be performed by WMBE/SLBE: TBD

E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount: \$ TBD

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: Paula McDonald Rhodes President/Manager Date: 12/14/2020
Signature and Title

WMBE/SLBE Firm: Bridget S. Morello President Date: 12/10/2020
Signature and Title

Rev. 10/12/12 MBD 40

**City of Tampa
Official Letter of Intent**

(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC

Address: 1910 W. Cass Street; Tampa, FL 33606

Contact Person: Paula McDonald Rhodes

Telephone: (813) 448-7868 Fax: N/A

Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: Ariel Business Group, Inc.

Address: 3706 W. McKay Avenue, Suite B, Tampa FL 33609

Contact Person: Thomas Huggins, III

Telephone: 813-207-0003 Fax: N/A

Email: contactus@arielbusinessgroup.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:

D. Cost of work to be performed by WMBE/SLBE: _____

E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount:\$ _____

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: Paula McDonald Rhodes Date: 12/14/2020
Signature and Title

WMBE/SLBE Firm: [Signature] President Date: 12/10/20
Signature and Title

Rev. 10/12/12 MBD 40

City of Tampa
Official Letter of Intent

(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC
Address: 1910 W. Cass Street, Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: (813) 448-7868 Fax: N/A
Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: Fresh Start Development, Inc.
Address: 5508 N 50th St Tampa, FL 33610 Suite 20

Contact Person: Katina McClinton
Telephone: 813-758-5345 Fax: N/A
Email: info@freshstartdevelops.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds:
general contracting for townhomes

D. Cost of work to be performed by WMBE/SLBE: TBT
E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount: \$TBT

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: Paula McDonald Rhodes Date: 12/14/2020
Signature and Title

WMBE/SLBE Firm: Katina McClinton Date: 12/10/2020
Signature and Title

City of Tampa
Official Letter of Intent

(Form MBD-40)

A Letter of Intent is required for each WMBE/SLBE listed on the Schedule of Subcontractors to be Utilized (MBD 20 Form). Letter of Intent must be signed by both the Bidder/Service Provider and WMBE/SLBE firm.

Bid/Proposal/Contract Number: 20-P-00042

Bid/Proposal/Contract Name: RFP for Rome Yard Mix-Use Development

A. To be completed by the Bidder/Service Provider

Name of Bidder: InVictus Development, LLC
Address: 1910 W. Cass Street, Tampa, FL 33606

Contact Person: Paula McDonald Rhodes
Telephone: (813) 448-7868 Fax: N/A
Email: prhodes@invictusdev.com

B. To be completed by WMBE/SLBE

Name of WMBE/SLBE: Pedal Power Promoters, LLC
Address: 2402 W. Morrison Ave., Unit 3, Tampa FL 33629

Contact Person: Christine Acosta
Telephone: 813.263.4785 Fax: N/A
Email: Christine@PedalPowerPromoters.com

C. Identify the scope of work to be performed or item(s) to be supplied by the WMBE/SLBE. On unit price bids, identify to which bid line item the WMBE/SLBE's work scope or supply corresponds: Mobility consulting, micromobility planning, including but not limited to creation of

See also other facilities, storage design, maintenance program for assets, education, emergency funds.
confer with agencies, detail connectivity to jobs & community assets car-free

D. Cost of work to be performed by WMBE/SLBE: \$36,540.00

E. Cost of work to be performed by WMBE/SLBE as a percent of total City contract amount: \$

Bidder/Proposer certifies that it intends to utilize the WMBE/SLBE listed above, and that the work described above is accurate. Bidder/Proposer will provide City with copy of the related subcontract agreement and/or purchase order prior to commencement of the WMBE/SLBE's work. The WMBE/SLBE firm certifies that it has agreed to provide such work/supplies for the amount stated above.

Bidder/Proposer: *Christine Acosta, Principal, Founder* Date: Dec. 10, 2020
Signature and Title

WMBE/SLBE Firm: *Paula McDonald Rhodes* Date: 12/14/2020
Signature and Title

Rev. 10/12/12 MBD-40



DEVELOPER'S AFFIDAVIT AND PROPOSAL SIGNATURE FORMS

Before me, the undersigned authority who is duly authorized by law to administer oaths and take acknowledgements, personally appeared

Paula McDonald Rhodes on behalf of InVictus Development, LLC

AFFIANT'S NAME

Who, after being duly cautioned and sworn, and being fully aware of the penalties of perjury, does hereby depose and declare, on his own behalf or as a representative on behalf of a partnership or corporation, or other entity that is the Developer in the matter at hand, as follows:

1. That the Developer, if a natural person, is of lawful age.
2. That if the Developer is a partnership, or a corporation, or other legal person or entity recognized in the State of Florida, it has complied with all laws and ordinances governing the formation and continued existence of such entities, including but not limited to, if a Florida corporation, to the filing of its Articles of Incorporation with the Florida Secretary of State and if a corporation incorporated under the laws of a state other than Florida, that it is duly authorized to do business in the State of Florida; that it is currently an active corporation or entity fully authorized to do business; and that the undersigned is representative of the corporation or entity authorized to make this affirmation and declaration and who has the power to bind said corporation or entity.
3. That if the Developer is operating under a fictitious name, Developer has currently complied with and any and all laws and procedures governing the operation of businesses under fictitious names in the State of Florida;
4. That the Developer has not submitted a rigged Bid, nor engaged in collusive bidding, or a collusive bidding arrangement, or fraudulent bidding, or entered into a conspiracy in connection with this bid with any other natural person, partnership, corporation or other entity making a bid for the same purpose. The Developer has not entered into any understanding or agreement with any other person or entity where one or more such persons or entities agrees not to bid or fixing the prices to be bid.
5. In the event that the City determines that the Developer has participated in any collusive, deceptive or fraudulent practices in derogation of the statements in this Affidavit the City, in addition to any other remedy it may exercise, will have the right to debar the Developer. The contract let under such circumstances shall be deemed invalid.
6. That the Developer is not in arrears to the City of Tampa upon debt or contract and is not in default, as surety or otherwise, of any obligation to the City, Hillsborough County or the State of Florida.
7. That no officer or employee of the City, either individually or through any firm, corporation or business of which he/she is a stockholder or holds office, shall receive any substantial benefit or profit out of the contract or award to this Developer; nor does the Developer know of any City officer or employee having any financial interest in assisting the Developer to obtain, or in any other way effecting, the award of the contract to this Developer.

FURTHER AFFIANT SAYETH NOT.

Developer: Complete the applicable acknowledgement for an Individual Acting in His/Her Own Right or an Entity (by type):

FOR AN INDIVIDUAL ACTING IN HIS/HER OWN RIGHT

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this ____ day of _____, 20____, by _____, who is personally known to me or who has produced identification and who did (did not) take an oath.

Signature of Notary Public _____

Signature of Affiant _____

Notary Public
State of: _____
My Commission
Expires: _____

Printed, typed or stamped
Commissioned name of notary public

Printed or typed name of Affiant

FOR AN ENTITY

State of FLORIDA
County of HILLSBOROUGH

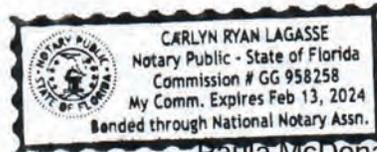
The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this 3rd day of DECEMBER, 2020, by Paula McDonald Rhodes, as President/Manager of INVICTUS DEVELOPMENT, LLC a Partnership, Joint Venture, Corporation, Joint Venture, Limited Liability Company (LLC) or Other _____, on behalf of such entity. Such individual is personally known to me or has produced identification.

Type of identification produced: _____

Carlyn Ryan Lagasse
Signature of Notary Public

Paula McDonald Rhodes
Signature of Affiant

Notary Public
State of: FLORIDA
My Commission
Expires: 02/13/2024



Carlyn Ryan Lagasse
Printed, typed or stamped
Commissioned name of notary public

Paula McDonald Rhodes
Printed or typed name of Affiant

DEVELOPER'S AFFIDAVIT AND PROPOSAL SIGNATURE FORMS

Before me, the undersigned authority who is duly authorized by law to administer oaths and take acknowledgements, personally appeared

Charles Quarles on behalf of The Bedford Group of Companies

AFFIANT'S NAME

Who, after being duly cautioned and sworn, and being fully aware of the penalties of perjury, does hereby depose and declare, on his own behalf or as a representative on behalf of a partnership or corporation, or other entity that is the Developer in the matter at hand, as follows:

1. That the Developer, if a natural person, is of lawful age.
2. That if the Developer is a partnership, or a corporation, or other legal person or entity recognized in the State of Florida, it has complied with all laws and ordinances governing the formation and continued existence of such entities, including but not limited to, if a Florida corporation, to the filing of its Articles of Incorporation with the Florida Secretary of State and if a corporation incorporated under the laws of a state other than Florida, that it is duly authorized to do business in the State of Florida; that it is currently an active corporation or entity fully authorized to do business; and that the undersigned is representative of the corporation or entity authorized to make this affirmation and declaration and who has the power to bind said corporation or entity.
3. That if the Developer is operating under a fictitious name, Developer has currently complied with and any and all laws and procedures governing the operation of businesses under fictitious names in the State of Florida;
4. That the Developer has not submitted a rigged Bid, nor engaged in collusive bidding, or a collusive bidding arrangement, or fraudulent bidding, or entered into a conspiracy in connection with this bid with any other natural person, partnership, corporation or other entity making a bid for the same purpose. The Developer has not entered into any understanding or agreement with any other person or entity where one or more such persons or entities agrees not to bid or fixing the prices to be bid.
5. In the event that the City determines that the Developer has participated in any collusive, deceptive or fraudulent practices in derogation of the statements in this Affidavit the City, in addition to any other remedy it may exercise, will have the right to debar the Developer. The contract let under such circumstances shall be deemed invalid.
6. That the Developer is not in arrears to the City of Tampa upon debt or contract and is not in default, as surety or otherwise, of any obligation to the City, Hillsborough County or the State of Florida.
7. That no officer or employee of the City, either individually or through any firm, corporation or business of which he/she is a stockholder or holds office, shall receive any substantial benefit or profit out of the contract or award to this Developer; nor does the Developer know of any City officer or employee having any financial interest in assisting the Developer to obtain, or in any other way effecting, the award of the contract to this Developer.

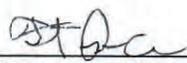
FURTHER AFFIANT SAYETH NOT.

Developer: Complete the applicable acknowledgement for an Individual Acting in His/Her Own Right or an Entity (by type):

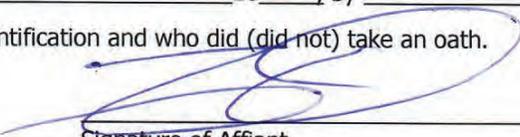
FOR AN INDIVIDUAL ACTING IN HIS/HER OWN RIGHT

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this ____ day of _____, 20____, by _____, who is personally known to me or who has produced identification and who did (did not) take an oath.



Signature of Notary Public



Signature of Affiant

Notary Public
State of: California
My Commission
Expires: July 31, 2024

Printed, typed or stamped
Commissioned name of notary public

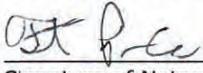
Printed or typed name of Affiant

FOR AN ENTITY

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this ____ day of _____, 20____, by _____, as _____, of _____ a Partnership, Joint Venture, Corporation, Joint Venture, Limited Liability Company (LLC) or Other _____, on behalf of such entity. Such individual is personally known to me or has produced identification.

Type of identification produced: _____



Signature of Notary Public

Signature of Affiant

Notary Public
State of: California
My Commission
Expires: July 31, 2021

Printed, typed or stamped
Commissioned name of notary public

Printed or typed name of Affiant

CALIFORNIA ALL- PURPOSE CERTIFICATE OF ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California }

County of Los Angeles }

On December 8, 2020 before me, Forest Price Public Notary,
(Here insert name and title of the officer)

personally appeared Charles OT's Quallas,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

[Signature]
Notary Public Signature

(Notary Public Seal)



ADDITIONAL OPTIONAL INFORMATION

DESCRIPTION OF THE ATTACHED DOCUMENT

(Title or description of attached document)

(Title or description of attached document continued)

Number of Pages _____ Document Date _____

CAPACITY CLAIMED BY THE SIGNER

Individual (s)
 Corporate Officer

(Title)

Partner(s)
 Attorney-in-Fact
 Trustee(s)
 Other _____

INSTRUCTIONS FOR COMPLETING THIS FORM

This form complies with current California statutes regarding notary wording and, if needed, should be completed and attached to the document. Acknowledgments from other states may be completed for documents being sent to that state so long as the wording does not require the California notary to violate California notary law.

- State and County information must be the State and County where the document signer(s) personally appeared before the notary public for acknowledgment.
- Date of notarization must be the date that the signer(s) personally appeared which must also be the same date the acknowledgment is completed.
- The notary public must print his or her name as it appears within his or her commission followed by a comma and then your title (notary public).
- Print the name(s) of document signer(s) who personally appear at the time of notarization.
- Indicate the correct singular or plural forms by crossing off incorrect forms (i.e. he/she/they, is /are) or circling the correct forms. Failure to correctly indicate this information may lead to rejection of document recording.
- The notary seal impression must be clear and photographically reproducible. Impression must not cover text or lines. If seal impression smudges, re-seal if a sufficient area permits, otherwise complete a different acknowledgment form.
- Signature of the notary public must match the signature on file with the office of the county clerk.
 - ❖ Additional information is not required but could help to ensure this acknowledgment is not misused or attached to a different document.
 - ❖ Indicate title or type of attached document, number of pages and date.
 - ❖ Indicate the capacity claimed by the signer. If the claimed capacity is a corporate officer, indicate the title (i.e. CEO, CFO, Secretary).
- Securely attach this document to the signed document with a staple.

DEVELOPER'S AFFIDAVIT AND PROPOSAL SIGNATURE FORMS

Before me, the undersigned authority who is duly authorized by law to administer oaths and take acknowledgements, personally appeared

Brian Goldberg on behalf of ADC Communities II, LLC

AFFIANT'S NAME

Who, after being duly cautioned and sworn, and being fully aware of the penalties of perjury, does hereby depose and declare, on his own behalf or as a representative on behalf of a partnership or corporation, or other entity that is the Developer in the matter at hand, as follows:

1. That the Developer, if a natural person, is of lawful age.
2. That if the Developer is a partnership, or a corporation, or other legal person or entity recognized in the State of Florida, it has complied with all laws and ordinances governing the formation and continued existence of such entities, including but not limited to, if a Florida corporation, to the filing of its Articles of Incorporation with the Florida Secretary of State and if a corporation incorporated under the laws of a state other than Florida, that it is duly authorized to do business in the State of Florida; that it is currently an active corporation or entity fully authorized to do business; and that the undersigned is representative of the corporation or entity authorized to make this affirmation and declaration and who has the power to bind said corporation or entity.
3. That if the Developer is operating under a fictitious name, Developer has currently complied with and any and all laws and procedures governing the operation of businesses under fictitious names in the State of Florida;
4. That the Developer has not submitted a rigged Bid, nor engaged in collusive bidding, or a collusive bidding arrangement, or fraudulent bidding, or entered into a conspiracy in connection with this bid with any other natural person, partnership, corporation or other entity making a bid for the same purpose. The Developer has not entered into any understanding or agreement with any other person or entity where one or more such persons or entities agrees not to bid or fixing the prices to be bid.
5. In the event that the City determines that the Developer has participated in any collusive, deceptive or fraudulent practices in derogation of the statements in this Affidavit the City, in addition to any other remedy it may exercise, will have the right to debar the Developer. The contract let under such circumstances shall be deemed invalid.
6. That the Developer is not in arrears to the City of Tampa upon debt or contract and is not in default, as surety or otherwise, of any obligation to the City, Hillsborough County or the State of Florida.
7. That no officer or employee of the City, either individually or through any firm, corporation or business of which he/she is a stockholder or holds office, shall receive any substantial benefit or profit out of the contract or award to this Developer; nor does the Developer know of any City officer or employee having any financial interest in assisting the Developer to obtain, or in any other way effecting, the award of the contract to this Developer.

FURTHER AFFIANT SAYETH NOT.

Developer: Complete the applicable acknowledgement for an Individual Acting in His/Her Own Right or an Entity (by type):

FOR AN INDIVIDUAL ACTING IN HIS/HER OWN RIGHT

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this ____ day of _____, 20____, by _____, who is personally known to me or who has produced identification and who did (did not) take an oath.

Signature of Notary Public

Signature of Affiant

Notary Public
State of: _____
My Commission
Expires: _____

Printed, typed or stamped
Commissioned name of notary public

Printed or typed name of Affiant

FOR AN ENTITY

State of _____
County of _____

The foregoing instrument was sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization this ____ day of _____, 20____, by _____, as _____, of _____ a Partnership, Joint Venture, Corporation, Joint Venture, Limited Liability Company (LLC) or Other _____, on behalf of such entity. Such individual is personally known to me or has produced identification.

Type of identification produced: _____

Signature of Notary Public



Signature of Affiant

Notary Public
State of: _____
My Commission
Expires: _____

Printed, typed or stamped
Commissioned name of notary public

Brian Goldberg

Printed or typed name of Affiant

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

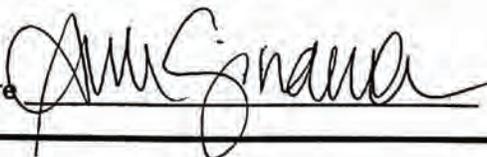
State of California
County of Los Angeles)

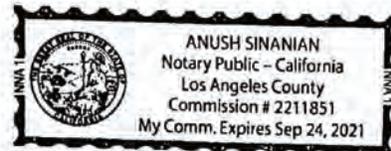
On December 7th, 2020 before me, Anush Sinanian - Notary Public - CA
(insert name and title of the officer)

personally appeared *Brian Goldberg*
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature  (Seal)



Proposal Signature
Form



**PROPOSAL SIGNATURE FORM
FOR REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**

In compliance with this RFP and to all the conditions imposed herein, the undersigned offers and agrees to provide **REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**, in accordance with the attached signed proposal, or as mutually agreed upon by subsequent negotiation. This completed Proposal Signature form must be submitted with the Proposer's written proposal and will become a part of any agreement that may be awarded. This Proposal Signature Form must be signed by an authorized representative with ink-pen (electronic signature or copy of signature is prohibited), as defined in Section V. Project Proposals, Subsection C. Required Documents for Submittal of this RFP. **If the Proposal Signature Form is not signed by an authorized representative or submitted with the proposal, the proposal is considered non-responsive.**

Please type or print:

Name of Firm: InVictus Development, LLC

Address: 1910 West Cass Street

City: Tampa State: Florida Zip: 33606-1232

Contact Person: Paula McDonald Rhodes Title: Manager

Federal ID #: 47-5083123 Telephone No.: 813-448-7868 Email: prhodes@invictusdev.com

Type Organization: Individual Partnership Small Business Corporation Non-Profit LLC Joint Venture

Attach copies of all such licenses, permits or certificates issued to the business entity.

Business is licensed, (unless exempt by applicable law) permitted or certified to do business in the State of Florida:

Yes No. License # Florida Secretary of State #L15000157969

Minority Business Status: Black Hispanic Woman Other

Is your business certified as a minority business (WMBE) or small business enterprise (SLBE) with any government agency?

Yes No. If yes, please list below:

Agency Name	Certification Number	Expiration Date
<u>City of Tampa (SBLE)</u>	<u>20433508 (vendor#)</u>	<u>10/9/2022</u>
<u>State of Florida (WBE)</u>	<u>F475083123 (firm#)</u>	<u>5/6/2022</u>

Sub-Contracting Submittals required: Forms MBD-10, MBD-20 must be submitted with the bid/proposal.

By signing this Proposal Signature Form, the Proposer complies with all of the requirements of the RFP package including but not limited to Communication Policy and City of Tampa Ethics Code contained in SECTION II. GENERAL CONDITIONS.

NOTE: When Developer is a corporation, the president, vice president or other person duly authorized to bind the corporation shall set out the corporate name in full beneath which he/she shall sign his/her name and give the title of his/her office or position. The proposal shall also bear the seal of the corporation attested by its corporate secretary. **Proposals signed by a person other than an officer of the corporation, shall be accompanied by evidence of authority.**

Authorized Signature: *Paula McDonald Rhodes* Date: 12/14/2020

**PROPOSAL SIGNATURE FORM
FOR REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**

In compliance with this RFP and to all the conditions imposed herein, the undersigned offers and agrees to provide **REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**, in accordance with the attached signed proposal, or as mutually agreed upon by subsequent negotiation. This completed Proposal Signature form must be submitted with the Proposer's written proposal and will become a part of any agreement that may be awarded. This Proposal Signature Form must be signed by an authorized representative with ink-pen (electronic signature or copy of signature is prohibited), as defined in Section V. Project Proposals, Subsection C. Required Documents for Submittal of this RFP. **If the Proposal Signature Form is not signed by an authorized representative or submitted with the proposal, the proposal is considered non-responsive.**

Please type or print:

Name of Firm: THE BEDFORD GROUP OF COMPANIES
 Address: 12400 Wilshire Blvd, SUITE 850
 City: LOS ANGELES State: CALIF. Zip: 90025
 Contact Person: CHARLES QUARLES Title: PRESIDENT
 Federal ID #: 47-5237103 Telephone No.: 310-568-8600 Email: _____

Type Organization: Individual Small Business Non-Profit LLC
 Partnership Corporation Joint Venture

Attach copies of all such licenses, permits or certificates issued to the business entity.

Business is licensed, (unless exempt by applicable law) permitted or certified to do business in the State of Florida:
 Yes No. License # _____

Minority Business Status: Black Hispanic Woman Other

Is your business certified as a minority business (WMBE) or small business enterprise (SLBE) with any government agency?
 Yes No. If yes, please list below:

Agency Name	Certification Number	Expiration Date
_____	_____	_____
_____	_____	_____

Sub-Contracting Submittals required: Forms MBD-10, MBD-20 must be submitted with the bid/proposal.

By signing this Proposal Signature Form, the Proposer complies with all of the requirements of the RFP package including but not limited to Communication Policy and City of Tampa Ethics Code contained in SECTION II. GENERAL CONDITIONS.

NOTE: When Developer is a corporation, the president, vice president or other person duly authorized to bind the corporation shall set out the corporate name in full beneath which he/she shall sign his/her name and give the title of his/her office or position. The proposal shall also bear the seal of the corporation attested by its corporate secretary. **Proposals signed by a person other than an officer of the corporation, shall be accompanied by evidence of authority.**

Authorized Signature:  Date: 12/8/20

**PROPOSAL SIGNATURE FORM
FOR REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**

In compliance with this RFP and to all the conditions imposed herein, the undersigned offers and agrees to provide **REAL ESTATE DEVELOPMENT OF ROME YARD MIXED-USE DEVELOPMENT**, in accordance with the attached signed proposal, or as mutually agreed upon by subsequent negotiation. This completed Proposal Signature form must be submitted with the Proposer's written proposal and will become a part of any agreement that may be awarded. This Proposal Signature Form must be signed by an authorized representative with ink-pen (electronic signature or copy of signature is prohibited), as defined in Section V. Project Proposals, Subsection C. Required Documents for Submittal of this RFP. **If the Proposal Signature Form is not signed by an authorized representative or submitted with the proposal, the proposal is considered non-responsive.**

Please type or print:

Name of Firm: ADC Communities II, LLC
 Address: 21600 Oxnard St Ste 1200
 City: Woodland Hills State: CA Zip: 91367
 Contact Person: Brian Goldberg Title: President
 Federal ID #: 35-2628514 Telephone No.: 818-668-8800 Email: brian.goldberg@alliantcapital.com
 Type Organization: Individual Small Business Non-Profit LLC
 Partnership Corporation Joint Venture

Attach copies of all such licenses, permits or certificates issued to the business entity.

Business is licensed, (unless exempt by applicable law) permitted or certified to do business in the State of Florida:
 Yes No. License # Florida Secretary of State #M19000009073

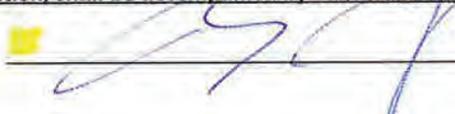
Minority Business Status: Black Hispanic Woman Other

Is your business certified as a minority business (WMBE) or small business enterprise (SLBE) with any government agency?
 Yes No. If yes, please list below:

Agency Name	Certification Number	Expiration Date
_____	_____	_____
_____	_____	_____

Sub-Contracting Submittals required: Forms MBD-10, MBD-20 must be submitted with the bid/proposal.
By signing this Proposal Signature Form, the Proposer complies with all of the requirements of the RFP package including but not limited to Communication Policy and City of Tampa Ethics Code contained in SECTION II. GENERAL CONDITIONS.

NOTE: When Developer is a corporation, the president, vice president or other person duly authorized to bind the corporation shall set out the corporate name in full beneath which he/she shall sign his/her name and give the title of his/her office or position. The proposal shall also bear the seal of the corporation attested by its corporate secretary. **Proposals signed by a person other than an officer of the corporation, shall be accompanied by evidence of authority.**

Authorized Signature:  Date: 12/8/2020

10

**Additional Submittal
Requirements**



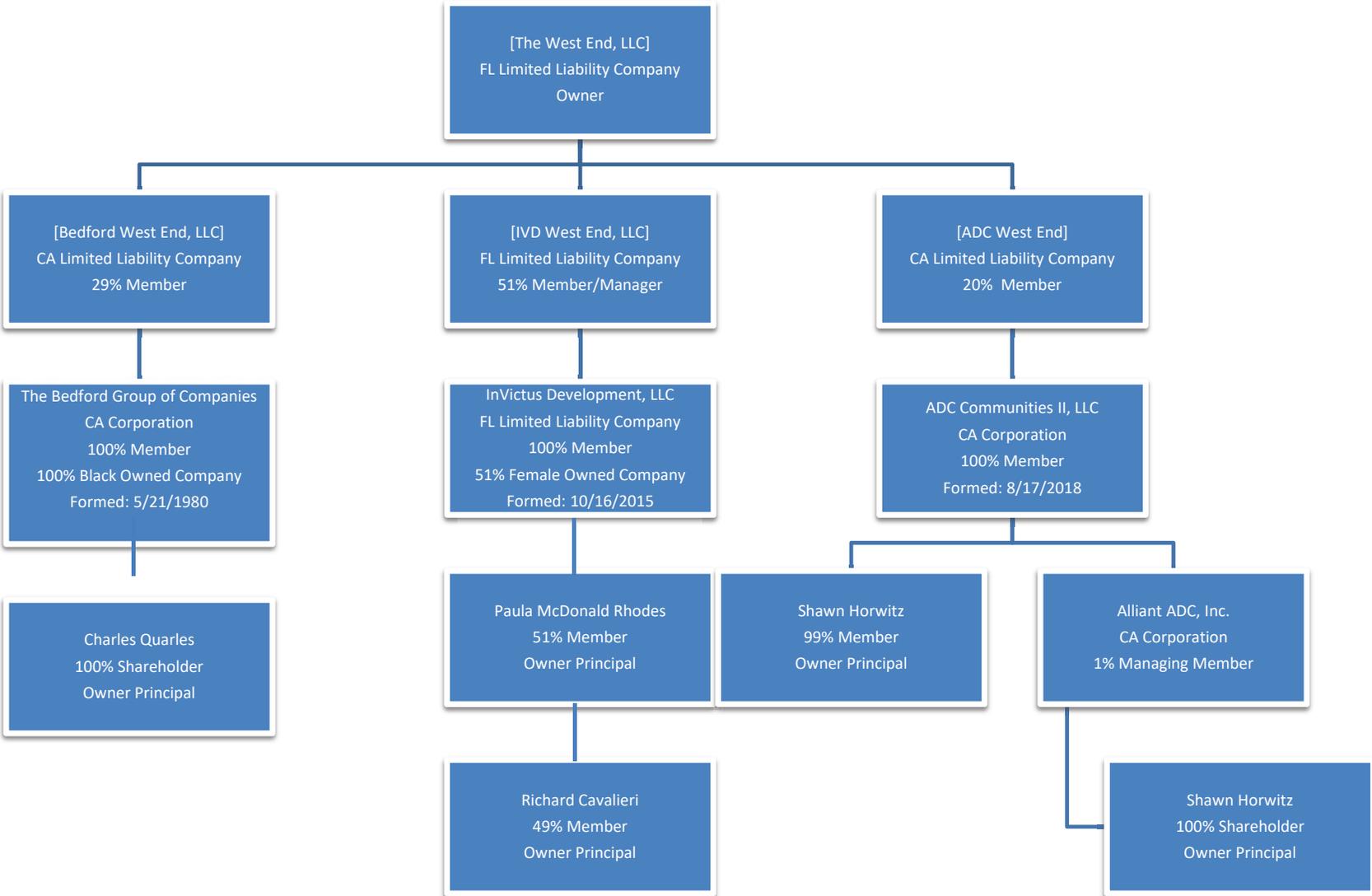
THRESHOLD CHECKLIST

Respondent has reviewed the Rome Yard RFP, including Addendum #1 issued November 13, 2020 and Addendum #2 issued December 7, 2020 and, after consultation with all members, and makes the representations set out below on behalf of the entire InVictus Team.

- Neither InVictus nor any member of the InVictus Team is on any of the following lists:
- Federal Government's list of "Excluded Parties"
- City's list of Barred Companies
- State of Florida's suspended vendors list or scrutinized vendors list, convicted vendors list, or discriminatory vendor list
- Federal debarred and suspended lists.
- Neither InVictus nor any member of the InVictus Team has any outstanding complaints on workmanship issues.
- Neither InVictus nor any member of the InVictus Team performed any repair or construction work for employees of the Planning & Development Department during the time the employee is/was assigned to the Planning & Development Division.
- Neither InVictus nor any member of the InVictus Team has ever been convicted of a felony or are now under charges for any offense.

COMPANY OWNERSHIP INFORMATION

Ownership Organization Chart



COMPANY OWNERSHIP INFORMATION

Ownership Organization Chart

Developer EEO Information

InVictus Development is a 51% female owned firm; Bedford Group is a 100% Black owned firm; and ADC Communities II, LLC does not have 51% or more ownership stake by any Minority Designation. ADC Communities II, LLC. was established on August 17, 2018.

Parent Company Information

There is no parent company for any of the developer firms.

Other Required Information

None of the developer firms or their affiliates has ever filed for bankruptcy, has any judgments, liens, or pending lawsuits, has itself or has had business affiliates discontinue business operations with outstanding debts, or been a principal in any other entities over the last five (5) years except as described below.

In the ordinary course of business, the developers each obtain financing that is secured by liens on real property and other assets. In addition, the entities formed to own our developments are single purpose entities in which our development companies frequently serve as a principal. For example, InVictus Development, LLC is principal of the IVD Parramore, LLC which is the managing member of the entity formed to own our development in Orlando, Parramore Oaks, LLC. IVD Parramore, LLC, is wholly owned by InVictus Development, LLC. This is a typical ownership structure for multifamily rental developments. Bedford and ADC II employ similar structures for their respective developments.

REFERENCES

Projects Completed in the Past Five Years

InVictus

Parramore Oaks | Orlando, Florida

The Lodges on Lincoln | Selma, Alabama

Appaloosa Run | Andalusia, Alabama

The Bedford Group

Bougaiville | Tabarre, Haiti

Harbour Village | Los Angeles, California

ADC Communities II, LLC.

Reserve at Renton | Renton, Washington

Globe Mill | XXX

REFERENCES

Please see the attached letters from the following people with projects completed by our project team:

InVictus

Thomas C. Chatmon Jr.

Executive Director
Community Redevelopment Agency
400 S. Orange Ave.
6th Floor
Orlando, FL 32801
(407) 246-3361
Thomas.Chatmon@downtownorlando.com

David J. Urban

Director, Tex Credit Equity Group
RBC Capital Markets
One Piedmont Town Center
4720 Piedmont Row Dr, Ste 240
Charlotte, NC 28210-0427
(980) 233-6437
david.urban@rbc.com

Lesli Carroll

Senior Vice President
SunTrust Community Capital
200 South Orange Avenue
SOAB 7/FL-ORL 2075
(407) 237-1112
Lesli.Carroll@SunTrust.com

Michael J. Marra

Re Relationship Manager
Wells Fargo Bank, N. A.
350 E Las Olas Blvd
Fod Lauderdale, FL 33301
(954) 712-3687
Michael.Marra@wellsfergo.com

The Bedford Group

Mark Ridley-Thomas

Supervisor - District 2
Los Angeles County Board of Supervisors
500 W. Temple Street, #866
Los Angeles, CA 90012
(213) 974-2222
EBarajas@bos.lacounty.gov

Curren D. Price

Council Member - District 9
City of Los Angeles - City Council
200 N. Spring Street, Room 420
Los Angeles, CA 90012
(213) 473-7009

E. W. Moon

Commissioner Chair, Supervisorial District 4
Los Angeles County Regional Planning Commission
320 W. Temple Street
Los Angeles, CA 90012
(213) 974 6411

Bessolo Design Group, Inc.

Eileen Pope

Senior Vice President, Community Development
Corporation
Bank of America
100 N. Tyrone St., 11th Fl
Charlotte, NC 28255
(980) 387-2727
eileen.m.pope@baml.com

Debra Johnson

Executive Director
Pinellas County Housing Authority
11479 Ulmerton Rd.
Largo, FL 33778
(727) 443-7684
djohnson@pinellashousing.com

REFERENCES

Stantec

Nicholas Haines

Chief Executive Officer
Bromley Companies
120 Fifth Ave.
11th Floor
New York, NY 10011
(212) 807-7744
nhaines@bromco.com

Tim Marks

President and CEO
Metropolitan Ministries
2002 North Florida Avenue
Tampa, FL 33602-2204
(813) 209-1250
tim.marks@metromin.org

Sula Too LLC

Jaime Gerding

District Supervisor
Hillsborough County Public Schools

Walker & Company, Inc.

Jeffrey Robbins

Related Group
4767 New Broad St.
Orlando, FL 32814
jrobbins@relatedgroup.com
Project: Maitland Concourse North (Project Manager
David Hotvedt)

Jeremy Cairns

Watercrest Senior Living Group
445 24th Street, Suite 300
Vero Beach, FL 32960
jcairns@watercrestslg.com
Project: United Watercrest Sarasota (Project Manager
David Hotvedt)

Chuck Welden

Tavistock Development Group
Welden Field Development LLC
3010 3rd Ave S
Birmingham, AL 35233
chuckw@spm.net
Project: Ariel Apartments (Project Superintendent Kirby
Johnson)



December 11, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

RE: City of Tampa Request for Proposals for Real Estate Development - Rome Yard Mixed-Use Development

To Whom It May Concern:

During the past four years I along with my team have worked closely with Paula Rhodes and Rick Cavalieri of InVictus Development. This collaboration has thus far resulted in the design/construction of the first phase of 'Parramore Oaks', a mixed-income residential community consisting of 120 residential units, with complementing meeting/community spaces, and offices. Phase 2 of Parramore Oaks will break ground in 2021 and will consist of 90 additional units again including appropriate community space.

InVictus ranked #1 during our selection process by exhibiting several attributes we considered critical to the success of our objective. Among those were Ms Rhodes' overall financial/legal savvy, with a noted superior command of the complex, ever changing industry of Low Income Housing Tax Credits [LIHTC]. From experience we knew that such expertise was virtually invaluable to achieving success in developing high quality mixed-income housing. Indeed, Ms Rhodes' mastery of the LIHTC world proved absolutely essential to receiving those credits...time and time again.

We were also impressed with the intricate understanding of construction as well as the distinct willingness to be honest and transparent conveyed by Mr Cavalieri. We learned later that InVictus was also willing and able to be collaborative, strategic and flexible to the ultimate benefit of the project.

We very much look forward to future interactions with InVictus Development [phase 2 and beyond] and consider them to be a high performing strategic ally and collaborative partner as we continue charting a path to creating the highest quality urban environment in the nation, right here in Orlando.

Sincerely,

Thomas C. Chatmon, Jr.

Thomas C. Chatmon, Jr.

Executive Director

Downtown Development Board/Community Redevelopment Agency

Downtown Development Board ♦ Community Redevelopment Agency
City Hall ♦ 400 S. Orange Ave, 6th Floor ♦ P.O. Box 4990 ♦ Orlando, FL 32802-4990
p:407.246.2555 ♦ f:407.246.3359
www.downtownorlando.com



Lesli Carroll
Senior Vice President

SunTrust now Truist Bank
Tel 352.874.4375
lesi.carroll@suntrust.com

December 7, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

RE: City of Tampa Request for Proposal for Real Estate Development Services – Rome Yard Mixed-Use Development

To Whom It May Concern:

SunTrust now Truist Bank is a significant lender and LIHTC investor in real estate developments in the United States. We have substantial experience and success in providing creative and responsive financing solutions for affordable and mixed-income housing developments.

InVictus Development, LLC has been a client of SunTrust Bank since 2018 and they have accomplished a positive track record in the development of affordable and mixed-income multi-family housing. SunTrust now Truist, has financed (as the direct equity investor and lender) the construction of a flagship development in Downtown Orlando, called Parramore Oaks. Parramore Oaks is a mixed-income development and notwithstanding the challenges of attracting market rate tenants to a neighborhood that suffered from decades of disinvestment, the units were all leased and occupied within weeks of the project's completion.

The principals of InVictus are experienced and well-connected within the affordable and mixed-income housing industry. One of their primary strengths is in utilizing their knowledge and connectivity to put together a stellar team for each complex and specialized development that they undertake. The combined talents compete and may exceed other very large developers within the State of Florida.

Based on our positive history with InVictus Development, LLC, SunTrust now Truist would be interested in future investment and financing opportunities for the development of multi-family housing.

Sincerely,

A handwritten signature in blue ink that reads "Lesli Carroll".

Lesli Carroll
Senior Vice President
SunTrust now Truist Community Capital



Community Investments
6805 Morrison Blvd., Suite 100
Charlotte, NC 28211

December 7, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

RE: City of Tampa Request for Proposal for Real Estate
Development Services – Rome Yard Mixed-Use Development

To whom it may concern,

I am writing this letter in order to provide you with a reference for InVictus Development, LLC. Over the past fourteen years I have worked closely with the co-founders of InVictus, Paula Rhodes and Rick Cavalieri, first during their employment with another development company and now with the company they formed in 2015. Over the years, I have had the opportunity to observe first-hand the quality of their work, their commitment to their projects, and their ability to deliver on multi-family developments totaling more than 1,000 units in eleven projects. RBC Community Investments has invested more than \$90 million in these projects, all with great success, having completed on time and budget and leasing up on a timely basis. Nine of these projects are located in various Florida markets, big and small, and have been developed in conjunction with housing authorities.

Starting their own company allowed Ms. Rhodes and Mr. Cavalieri to expand their development work beyond the housing authority footprint and outside the state of Florida. They have demonstrated the ability to work closely not just with housing authorities but with other development partners, including the City of Orlando and the Orlando Community Redevelopment Agency, to develop the best possible project for them and most importantly, for the tenants.

We have been very pleased with Ms. Rhodes and Mr. Cavalieri's professional approach to the development of affordable and mixed-income communities and the expertise their team brings to projects that pretty much always have challenges along the way. The staff at InVictus has also formulated strong relationships with the various professional groups involved in the development of these projects, including, but not limited to, general contractors, architects, engineers, legal counsel, accountants, lenders, property management companies and various government agencies. The fact that InVictus is a Tampa-based group will be a tremendous benefit, especially in being able to work side by side with the local government agencies and departments as well as community organizations, businesses, and residents. As long-time residents of Tampa who chose to locate their office in West Tampa and who are experienced development professionals with the ability to attract talent and secure funding for their projects, it is hard to imagine a better fit for the Rome Yard project.

I would be happy to discuss further our experience with InVictus Development. My contact information is below. Feel free to reach out to me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'David J. Urban', written over a horizontal line.

David J. Urban
Director

Ph: 980.233.6437
Email: David.urban@rbc.com



Michael Marra
Vice President

Wells Fargo Bank, NA
Community Lending and Investment
350 East Las Olas Blvd., 19th Floor
Fort Lauderdale, FL 33301
PH: 954-712-3687
Michael.Marra@wellsfargo.com

December 7, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

RE: City of Tampa Request for Proposal for Real Estate Development Services – Rome Yard Mixed-Use Development

To Whom It May Concern:

I am writing to let you know of Wells Fargo Banks' interest in providing construction financing for InVictus Development, LLC. Wells Fargo has enjoyed a good relationship with InVictus Development and its co-founders, Paula Rhodes and Richard Cavalieri. We have a great deal of confidence in the expertise and strength of the team that InVictus Development has assembled to develop its properties and have proven over the years they can construct a high quality development using Low-Income Housing Tax Credit financing, along with various subordinate sources.

Over the past year, Wells Fargo has provided construction financing for 2 Low-Income Housing Tax Credit properties developed by InVictus, totaling nearly \$15,000,000 and is committed to deepening our active relationship with them.

Wells Fargo is one of the largest construction lenders and investors in affordable housing in the Southeast and throughout the United States. We also have substantial experience and success in providing creative and responsive debt solutions for Low- and Moderate-Income Housing using the Low-Income Tax Credit program.

Please contact us with any questions regarding Wells Fargo or our experience with this team. Thank you for your consideration of this letter of interest and support.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Marra".

Michael J. Marra, Vice President
Community Lending and Investments
(954) 712-3687



December 2, 2020

Ms. Paula Rhodes
Invictus Development LLC
1910 Cass Street
Tampa, FL 33606

Dear Ms. Rhodes:

Thank you for contacting me concerning Invictus Development's proposed project for the City of Tampa's Rome Yard property. The concept of a mixed use, mixed income project with access to the Hillsborough River and River Walk is very appealing and a welcome addition to West Tampa.

Your project's plans to include amenities that are available to the entire community, highlight and recognize important historical and cultural elements, and to provide connectivity and mobility options is well thought out and would be a perfect fit for the changing landscape of West Tampa.

The West Tampa Chamber of Commerce supports your proposed project and is especially pleased with the West Tampa Success Center component. Providing space for workforce training, business development, and community uses is much needed in West Tampa and I applaud you for incorporating this element into your proposal.

On behalf of the Chamber, I wish you success in the RFP process. Please know that I look forward to partnering with you further on additional project planning and development should you be selected to develop the Rome Yard property.

Sincerely yours,


Elvin Martinez, Jr.
President-Elect



MARK RIDLEY-THOMAS

COUNCILMEMBER, 10TH DISTRICT

December 10, 2020

City of Tampa Rome Yard RFP Selection Committee
c/o City of Tampa Purchasing Department
Tampa Municipal Office Building
306 E. Jackson Street, 2nd Floor
Tampa, Florida 33602

**RE: City of Tampa Request for Proposal for Real Estate Development
Services for the Rome Yard Mixed-Use Development**

Dear City of Tampa Rome Yard RFP Selection Committee:

I am pleased to offer this letter of reference for The Bedford Group of Companies (TBG) as a real estate developer and contractor. TBG has successfully served the City and County of Los Angeles in the production of master planned and planned unit development projects including single-family, multi-family and commercial uses for over 40 years. From project conception to final completion and close out, TBG can be depended upon to get the job done with precision, competence, and integrity.

It is a rarity to find a competent contractor that can consistently deliver large, complex projects on-time and without adverse budgetary impacts. TBG has provided high quality service since 1980, maintaining focus on every detail of a project as they join forces with architects, engineers, and owners to develop a site.

The company's leadership team not only addresses the building envelope, but also considers environmental and entitlement issues, coordinates with local and state governing and regulatory bodies, maintains client harmonies, and facilitates community inclusion and outreach. I have found their project management team to consistently be professional, and reporting and resolution of all project issues are precisely tracked and addressed.

I wholeheartedly recommend TBG based on my experience of their work in Los Angeles, and would be pleased to further discuss their qualifications.

With hope,

MARK RIDLEY-THOMAS
Councilmember, 10th District

July 8, 2014

Kevin Bessolo
kbessolo@bessolo.com

Dear Kevin,

The development team, CPDG2, LLC, has enjoyed working with you and your design team on Tampa's renowned mixed use/mixed income project "Tempo at Encore." Having the architect, engineers and interior department under one roof has been very beneficial to all of us on the Tempo project. The collaboration and process of understanding our needs, the Tampa Housing Authority's needs, meeting with our future residents, operations and maintenance along with combining the theme of Music, Arts and Health for one location would be a large task for most, but you have accomplished this mission. Your teams focus to ensure one building with 203 units, retail on the ground floor, and a multi-level parking garage accommodating residents, visitors and consumers all on 1.75 acres without feeling cramped has made us appreciate your team's talent to make space work.

Tempo is about bringing quality mixed income/mixed use housing to the community with a design focused on music, arts, and rhythm. Your special conceptual originality captured Tempo's essence of emotion and vibrancy all into one building. Your design team provides us with an upscale look working within our budget. Throughout this process you have been able to design our building to LEED's for Homes Silver Standard. In the end we will all be proud when Tempo is complete knowing that your design and our vision for a vibrant mixed use/mixed income community will change lives in a community for the better.

We are happy to work with you and look forward to a long and prosperous relationship.

Sincerely,



Eileen M. Pope
Senior Vice President
Banc of America Community Development Corporation



11479 ULMERTON ROAD, LARGO, FLORIDA 33778

Telephone: (727) 443-7684

Fax: (727) 489-0757

TDD: (800) 955-8770

TTY: (800) 955-8771

Debra Johnson
Executive Director

June 26, 2014

Mr. Kevin Bessolo
Bessolo Design Group, Inc.
556 Central Avenue
St. Petersburg, FL 33701

Dear Kevin,

Thank you for the care that you took in designing our new senior housing, Pinellas Heights. The direction you and your firm took, understanding our needs, wants, and constraints without compromising the design was evident by the end result. Pinellas Heights should be an example for affordable housing projects like this across the country. At our Ribbon Cutting event, Ed Jennings, Senior Administrator for HUD's Region IV stated that Pinellas Heights was not designed for the poor people but a place that we should all want to live. When we look at our projects, it should always be measured by that standard, which is "would I live there?" The design does more than just housing; it also contributes to the reduction of healthcare cost. A place you would want to live in promotes healthy lifestyle choices for residents in both the interior and exterior of the project. Examples in our Pinellas Heights community include the Community Kitchen located next to the multi-dimensional community room for parties, demonstration cooking classes, healthcare seminars, and community events, and a fitness center that is frequented daily. The exterior incorporates inviting, lit landscaped pathways that are wide enough for all residents to enjoy regardless of their physical limitations day or night. We enjoy watching the residents BBQ with their family and friends under a covered pavilion, playing shuffleboard, or just seeing them visit daily under the large veranda overlooking what once was a retention pond, and is now an inviting water view with fountain. Promoting healthier lifestyles for our residents was something that you understood through your extensive background in healthcare, which is evident in Pinellas Heights. Your design embodied what we all felt and exceeded our expectations.

Because of your direct participation in Pinellas Heights, your firm will always be connected to our community, and we are very proud to showcase it.

Sincerely,

Debra Johnson
Executive Director

BOARD OF COMMISSIONERS

Joseph Triolo
Chairman

Angela Rouson
Vice Chair

Michael Guju
Commissioner

Alan Swartz
Commissioner

Cynthia Wilson
Commissioner



we care... we build
together

April 3, 2012

Mr. Kevin Bessolo
Bessolo Design Group
556 Central Avenue
St. Petersburg, Florida 33701

Dear Kevin,

Thank you to you and Bessolo Design Group for supporting our efforts to serve Jewish seniors by participating in the Inn on the Pond campaign. Thanks in part to your beautiful design, the Inn on the Pond will set a new standard of service and accommodations for years to come.

Your community spirit and charitable commitment is outstanding and serves as an example to all. Thank you!

Sincerely,



Seth D. Levy
Chief Executive Officer



255 59th Street North
St. Petersburg, FL 33710
727.345.2775
menorahmanor.org

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REFERENCES

Below is a list of the subcontractors and material suppliers that the primary contractor works with on a regular basis.

FEIN/Trade	Company	Contact
59-35973335 Demolition	Peace of Mind Environmental, Inc. 1575 Aber Road Orlando, FL 32807	Steve Pece steve@peceofmind.com Phone: 407-568-3456
20-3946639 Earthwork	Jimmy Hickman Excavating, LLC 2571 Partin Settlement Road Kissimmee, FL 34744	Kyle Hickman kyle@jhellc.net Phone: 407-957-0535
26-1284761 Athletic Pave/Surface	Nldy Sports Construction Co., Inc. 1075 Florida Central Parkway Suite 2200 Longwood, FL 32750	Jonathan Papp jpapp@nidycorpany.com Phone: 407-330-9466
20-4380762 Chain Link Fence	All-Rite Fence Services, Inc. 5115 Old Winter Garden Road Orlando, FL 32811	Don Stripling don@allritefence.com Phone: 407-295-7093 Fax: 407-292-8550
62-1442583 Landscaping & Irrigation	GCA Services Group PO Box 534198 Atlanta, GA 30353	Chris Thalasinis chris.thalasinis@abm.com Phone: 407-790-8860
59-3221935 Irrigation	Sunshine Irrigation Landscaping & Maintenance, Inc. PO Box 678914 Orlando, FL 32867-8914	Alex Neilson alex@sunshineirrigation.com Phone: 407-275-9779 Fax: 407-382-3678
20-8894308 Landscape & Irrigation	Costa Verde Lands, LLC 7745 US Highway 1 South St. Augustine, FL 32086	John Dougherty jd@cvscap.com Phone: 904-303-1189
16-1629649 Concrete & Masonry Woman Owned	B.N.G. Construction, Inc. 2995 Stonewall Place Sanford, FL 32773	Bryan Beckman bryan@bngconstruction.net Phone: 407-688-1747
20-2975242 Signage	Creative Sign Designs 12801 Commodity Place Tampa, FL 33626	Connell Morrissey dbrooks@creativesigndesigns.com Phone: 813-814-2117
20-5729900 Structural Steel	Capital Steel, Inc. 6260 S. Tex Point Homosassa, FL 34448	Matt Bunce capitalsteelinc@yahoo.com Phone: 352-628-1700
26-1908466 Louvers	White Sign Company, LLC 907 S. Charles Richard Beall Blvd. Suite B Debary, FL 32713	Eric Schreiner eric@whitesigncompany.com Phone: 386-320-0623 Fax: 386-320-0625
46-0786059 Custom Casework	AC Products, Inc dba Cabinetnetworks Group 3551 Plano Parkway, Suite 200 The Colony, TX 75056	Stan Zager contractlegal@acpicorp.com 800-527-5903 Fax: 800-535-6513
13-4302242 Fireproofing	Florida Firestop Systems LLC 11420 Alden Court Hudson, FL 34667	James Davis jdavis1440@cfl.rr.com Phone: 407-443-2500 Fax: None

REFERENCES

FEIN/Trade	Company	Contact
20-5388527 Roofing	Martin Roofing Services, Inc. 2720 Forsyth Road Suite 200A Winter Park, FL 32792	Jason Mudry brandlydice@martinroofingservices.com Phone: 407-679-4553, Ext 108
59-3356115 Waterproofing Veteran Owned	Central Florida Waterproofing, Inc. 249 Central Park Drive Sanford, FL 32771	Roger Ausburn michelle@cfw-fl.com Phone: 407-696-8188
20-0438329 Metal Doors & Frames	C&S Supply of Orlando, Inc. 1120 S. Hughey Avenue Orlando, FL 32806	Mary Haas mary@cssupplyorl.com Phone: 407-540-1115 Fax: 407-540-1164
59-3759921 Coiling Door	Florida Door Solutions 777 S. Park Avenue Apopka, FL 32703	Randy Goodwin randygoodwin@fladdoor.com Phone: 407-884-5955
47-2525776 Window Testing	Building Envelope Consulting Group LLC 1789 Fairfax Road Newport, TN 37821	Allen Wasson allen@drybuildinggroup.com Phone: 772-216-7954
27-3757292 Aluminum Windows	Empire Glazing of Florida, Inc. 14131 Deep Lake Drive Orlando, FL 32826	Mike Bova Empireglazinginc@gmail.com Phone: 407-834-5000
26-3467388 Drywall & Stucco Hispanic Owned LDB	Skybuilders USA, LLC 40 Crystal Lake Street, Suite 200 Orlando, FL 32806	Juan Velez ivelez@skybuildersusa.com Phone: 407-362-1870 Fax: 407-574-5493
58-2240471 Ceramic Tile	Spectra Contract Flooring 925 Florida Central Parkway Longwood, FL 32750	Gregg Nelson gregg.nelson@spectracf.com Phone: 407-475-1144
59-0543535 Acoustical Ceilings	Acousti Engineering Company of Florida, Orlando 4656 34 th Street SW Orlando, FL 32811	Bill Lemay orlando.itb@acousti.com Phone: 407-425-3467
65-0059218 Athletic Flooring	Trident Surfacing, Inc. 5399 NW 161 st Street Miami, FL 33014	Ron Stevens josed@tridentsurfacing.com Phone: 305-620-4220
73-1733083 Painting	Jerry Jackson Painting, Inc. 21737 Jackson Road Christmas, FL 32709	Jerry Jackson jerryjacksonpainting@hotmail.com Phone: 407-383-8077 Phone: 407-568-7525 Fax: 407-568-7610
20-4308825 Visual Display Boards	Florida Chalkboard Co., Inc. PO Box 1360 Apopka, FL 32704	Bill Haines manage@flchalkboard.com Phone: 407-889-0087 Phone: 727-944-4904 Fax: 727-944-2904

REFERENCES

FEIN/Trade	Company	Contact
31-0476790 Specialty Items PO 313814	Canterbury Designs of Ohio, LLC 444 Reading Road Cincinnati, OH 45202	Patrick Joyce Patrick@canterbury-designs.com Phone: 323-936-7111
59-36066152 Division 10	Architectural Building Specialties, Inc 320 Division Avenue, Unit D Ormond Beach, FL 32174	Bob Boote abs1977@cfl.rr.com Phone: 386-676-2095 Fax: 386-676-2295
59-2870992	Vital Signs of Orlando, Inc. 2111 S. Division Avenue, Suite A Orlando, FL 32805	Gary Stephens gary@vitalsignsorlando.com Phone: 407-297-0680 Fax: 407-578-5374
59-2821272 Lockers & Locker Benches	Southern Storage Systems, Inc. 2800 W. Airport Blvd. Suite 104 Sanford, FL 32771	Mark Coursin sstoragesystem-cc@cfl.rr.com Phone: 407-302-4405
34-1694736 Appliances	Electrolux Home Products, Inc. 26 Minnehaha Circle Maitland, FL 32751	Keith Chambers Keithchambers1@outlook.com Phone: 407-920-3708 Fax: 407-647-9354
59-3265072 Bleachers Women Owned	Southeastern Surfaces & Equipment PO Box 602 New Smyrna Beach, FL 32170	K. Morris kmorris@sseteam.com Phone: 386-428-8875 Fax: 386-428-8767
20-0594219 Blinds	Vertical Blind Manufacturers 416 Commerce Way, Suite 120 Longwood, FL 32750	Lynne Sherman lynne@vbmwindows.net Phone: 407-339-7600 Fax: 407-260-8976
41-0759858 Sound Booths	Wenger Corporation 555 Park Drive Owatonna, Minnesota 55060	Nicholas Schlie Nicholas.schlie@wengercorp.com Phone: 800-733-0393 Fax: 507-774-8580
59-1674469 Plumbing	Tharp Plumbing Systems, Inc. 625 Wilmer Avenue Orlando, FL 32808	Chris Joyce cjoyce@tharpplumbing.com Phone: 407-295-2370
59-2040096 HVAC	Energy Air, Inc. 5401 Energy Air Court Orlando, FL 32810	Steve Gustavson steveg@energyair.com Phone: 407-886-3729 Fax: 407-884-0155
59-3600466 Test & Balance	Air Balance Unlimited, Inc. PO Box 150132 Altamonte Springs, FL 32715	Michael Howell Phone: 407-383-8259 air_balance_unlimited@hotmail.com
59-1354562 Electric	Morton Electric, Inc. 3625 West First Street Sanford, FL 32771	John Armstrong john@mortonelectricinc.com Phone: 407-830-1000 Fax: 321-363-5147

REFERENCES

FEIN/Trade	Company	Contact
27-3233201 Antenna System	QYPSYS, LLC 5425 Beaumont Center, Suite 918 Tampa, FL 33634	Eric Morton emorton@gypsys.com Phone: 813-283-0220 Fax: 813-283-0210
59-2999388 Emergency Services Radio Frequencies	Radio One, Inc. 7041 Grand National Drive, Suite 116 Orlando, FL 32819	Joe Rohlic joerohlic@radio1inc.com Phone: 407-352-9242
59-3475101 Survey	Leading Edge Land Services, Inc. 8802 Exchange Drive Orlando, FL 32809	Jeffrey Hofius jhofius@leadingedgels.com Phone: 407-351-6730 Fax: 407-351-9691
59-3074829 Photos Woman Owned	Aero Photo 4000 16 Street N. St. Petersburg, FL 33703	Denise Smith denise@aerophoto.com Phone: 407-894-6008 Fax: 727-525-6350
35-2003928 Trailer	Pac-Van, Inc. 1850 Saturn Blvd. Orlando, FL 32837	David MacMillan dmacmillan@pacvac.com Phone: 407-251-2800
20-2340932 Portable Toilets/Tanks	T&S Professional Rentals PO Box 1329 Apopka, FL 32704	Emily Regit eregit86@gmail.com Phone: 407-645-3438 Fax: 407-645-3424
59-3701785 Portable Toilets	Waste Pro USA-Sanford 3705 Saint John's Parkway Sanford, FL 32771	Rachelle Belanger rbelanger@wasteprousa.com Phone: 407-774-0800 Fax: 407-786-0800
59-1743161 Temporary Fence	Smith Fence Company 4699 110 th Avenue North Clearwater, FL 33762	Rob Luke rluke@smithfence.com Phone: 727-573-5440 Fax: 727-573-2075
81-0928739 Temporary Staffing Women Owned	KBI Staffing Solutions, LLC PO Box 568451 Orlando, FL 32856	Kenneth Hughes khughes@kbstaffingsolutions.com Phone: 407-412-6102
59-1094518 Dumpsters	Waste Management, Inc. of Florida 3510 Rio Vista Avenue Orlando, FL 32805	Rick Stevens rstevens2@wm.com Phone: 407-650-8677 Fax: 407-316-8768
82-2347050 Final Cleaning	Complex Cleaning Services, LLC 4908 Raylene Way St. Cloud, FL 34771	Christopher Beggs complexcleaningservicesllc@gmail.com Phone: 407-415-6419
16-1720295 Rough/Final Clean	Elan Commercial Cleaning, Inc. 867 W. Bloomingdale Avenue Suite 7233 Brandon, FL 33508	Ian Pasmore info@elancleaning.com Phone: 727-515-8014 Fax: 815-301-8066

ADDITIONAL FINANCIAL INFORMATION

Sealed financial information included in submittal.



IN**VICTUS**
DEVELOPMENT

The logo for IN VICTUS DEVELOPMENT features the word "IN" in a light blue font, followed by a stylized icon of two houses (one blue, one grey) overlapping, and then "VICTUS" in a dark blue font. Below this, the word "DEVELOPMENT" is written in a smaller, orange-brown font.