



CITY OF NORTH MIAMI

PROPOSAL CONTACT PERSON INFORMATION

RFP 43-10-11 (A)
Biscayne Landing Redevelopment Project
Stage I

Include this sheet as the very first sheet of your Proposal. Please complete the form in its entirety. The contact person indicated should be someone the City may contact for any questions or provide any correspondence related to this RFP.

LEGAL NAME OF PROPOSER(S) THE CONTINUUM COMPANY LLC

FEDERAL EMPLOYEE IDENTIFICATION (FEIN) NUMBER 13-3888403

MAILING ADDRESS: 590 MADISON AVENUE

CITY, STATE, ZIP CODE: NEW YORK, NY 10022

CONTACT PERSONS NAME: MICHAEL J MEROLA

TITLE: GENERAL COUNSEL

EMAIL ADDRESS: MICHAELM@CONTINUUMLLC.NET

TELEPHONE NUMBER: 212 554-3700

FAX NUMBER: 212 554-3710

Continuum @ NoMi

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STATEMENT OF INTENT

**THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022**

The Continuum Company is pleased to submit this proposal to the City of North Miami to lease the approximately 183.85 acres known as the Biscayne Landing site in order to lead the successful redevelopment of the property.

Excited by the opportunity to design and develop a premiere multi-use destination for residents, business interests and year round visitors, motivated by the prospect to promote economic growth for the City of North Miami and members of its community through small business participation and job opportunities, and inspired to lead a redevelopment which will reflect the multicultural aspects of the surrounding community and which will redefine the Biscayne Landing site as a pioneer in green construction and a model for large-scale developments, we respectfully submit this proposal for your consideration.

The Continuum Company distinguishes itself by at least two key factors which we believe will be essential to the successful redevelopment of the property we refer to under the working title of Continuum @ NoMi.

Firstly, our 30-year successful track record of finding innovative solutions to complex problems which has led to the development of a successful portfolio of hospitality, residential and retail properties in major metropolitan centers. One of the many exemplary examples of our attention to excellence which is a part of each of our developments is our world class development – The Continuum on South Beach. The Continuum on South Beach evidences our capabilities to develop large scale projects of quality and catalytic impact. Our history further demonstrates our ability to be creative both in design and planning, and to ultimately, navigate the many inevitable challenges and intricacies of a project like Continuum @ NoMi.

Secondly, we believe our ability to identify, assemble and then lead the best of the best in terms of experts and consultants will be vital to the success of Continuum @ NoMi. Early in this process, we recognized the need to identify and resolve key issues related to this development, to highlight and to implement the concepts which are valued by the City of North Miami and its residents, and to include talented, diverse team members who will make a valuable contribution to the success of Continuum @ NoMi and the larger North Miami community.

Indeed, these compelling considerations were paramount in our decision to bring HDR Engineering, Inc. on as an integral part of our team. HDR Engineering Inc. has extensive experience dealing with this site and possesses a singular knowledge and expertise of its environmental issues and their successful resolution.

More recently, in noting the dual goals of developing a medical pavilion on site and integrating professional

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members of the local community into the development process, we recently brought Dr. Smith Joseph of the Universal Medical Centre of North Miami to our team to lead the healthcare development.

To insure the most creative, futuristic and effective design and implementation of a LEED-ND Transit Oriented Development (TOD), we have added a distinguished expert in this field, and tenured Professor at FIU - Dr. Sylvan Jolibois of JHS & Associates of North Miami.

Finally, The Continuum Company has over the years, placed a premium on identifying the appropriate financing partners, retail partners, architects, engineers and other essential experts. Our thirty years of success evidence our keen ability to select team members. We have no less of an expectation that we will continue to bring together a team that will result in bringing to life our vision of Continuum @ NoMi.

Again, we thank you for the opportunity to submit this proposal and we look forward to discussing it in further detail.

If you have any questions regarding the proposal, please direct them to:

Michael J. Merola
General Counsel
The Continuum Company
590 Madison Avenue
New York, NY 10022
(212) 554-3700

PRELIMINARY PROGRAM CONCEPT

THE CONTINUUM COMPANY, LLC
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New York, NY 10022

Continuum @ NoMi intends to be a LEED-ND certified, master planned, mixed use community developed by the Continuum Company, one of South Florida's most experienced and successful developers. Continuum's master development plan will achieve the following goals:

- (i) to make the Continuum @ Nomi a premiere year round destination in South Florida for residents, visitors and business interests alike by offering a unique and diverse setting for retail, residential, hospitality, business, entertainment and public use;
- (ii) to make Continuum @ NoMi a pioneer in green construction and to create one of the most energy self-sufficient transit oriented developments in Miami Dade County;
- (iii) to create a community which reflects the vibrant character of the local community; and
- (iv) to promote long lasting economic growth by providing tangible and immediate business and employment opportunities to its residents and the residents of its surrounding communities as well as yielding significant financial returns to the City of North Miami.

Key types of tenants or users

Continuum @ NoMi intends to develop a thriving community which will include, but not be limited to, the following potential uses:

- (A) Retail Sales and Service – Big Box Users; Luxury Outlet; Restaurants; Boutique Shops; Community Based Franchises
- (B) Residential – Assisted Living Facilities; Student Dormitories; Luxury Rentals (with conversion to ownership based on market conditions) ; Long Term Corporate Lease Residences;
- (C) Hospitality – One or more 150+ room 3 or 4 Star Hotels to be developed by a TBD Local Business hotel developer with facilities for public / private meetings and forums (We would be quite receptive to including any local, minority or small business hotel developers);
- (D) Office – State of the Art Outpatient Medical Pavilion; Office space for tenants that can establish working relationships with institutions of higher education in the City of North Miami (i.e. FIU, Johnson & Wales, Barry University and Miami Dade College); Movie and/or Film Production facilities; Bio-medical/technological research offices;

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- (E) Public Uses – Passive and active park facilities, bike paths and parking – Continuum @ NoMi will provide active and passive open space/ recreation areas within the site and a maximum of 5 acres for a water booster pump station and storage facility;
- (F) Entertainment – Identification and development of a catalytic entertainment showcase similar to a Cirque du Soleil / Blue Man Las Vegas feature/ possible Gaming (if desired by the residents of North Miami) ; Fountain Water feature at entrance to Continuum @ NoMi

Anticipated Phasing

We anticipate the first stage of the development to be the construction of the retail component of approximately 750,000 – 1,000,000 square feet. Because we have a big box retail tenant void analysis complete and because of the initial interest that has been expressed to us by potential retail occupants, we intend to initiate this portion of the development immediately after the receipt of design and permitting approvals. Depending on the speed of CNM approvals, existing market conditions and the absorption rate of retail operations, we expect the retail component to be complete after 3 to 4 years. This first phase of Continuum @ NoMi will be developed in conjunction with a to be determined retail developer/ retail REIT.

Concurrently with the retail development, Continuum @ NoMi will initiate the development of the hospitality component as well as the development of a Medical Pavilion which will include an Assisted Living Residence to be operated in conjunction with a top quality outpatient health care facility for our community residents.

Our Hospitality efforts will be spearheaded by a TBD local, minority or small business hotel developer. We anticipate the construction of one or more 150+ room 3 or 4 Star hotels of approximately 150,000 – 250,000 square feet. To be built as expeditiously as market conditions allow.

The health care efforts will be spearheaded by Dr. Smith Joseph, (a prominent North Miami physician) who will head a consortium of outstanding health care professionals to facilitate the development of the Medical Pavilion.

After the completion of the retail component, we expect to begin construction on the residential component.

Continuum @ NoMi's Community Impact

Continuum @ NoMi is strongly committed to ensuring the maximum participation of qualified local businesses as defined in the City of North Miami's Local Business Program.

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Local Businesses

After initial conversations with the leadership of the Greater North Miami Chamber of Commerce and city leaders, it is critical that this project provide meaningful business opportunities for businesses in the City of North Miami and its surrounding communities. Therefore,

- (A) Continuum 2 NoMi will be in full compliance with the provisions of local business participation of qualified local businesses as defined by the City of North Miami's Local Business Program;
- (B) We will make all commercially reasonable efforts to achieve at least 25% Local Business Participation in pre- construction, construction and post- construction phases of the project;
- (C) We will conduct Quarterly community forums in partnership with the Greater North Miami Chamber of Commerce of Commerce & other community groups to discuss and identify potential business & employment opportunities for North Miami residents;
- (D) We will seek to maximize the inclusion of community based franchises in retail tenant operations at Continuum @ NoMi

Business and Employment Opportunities

One of the paramount goals of our development is to create business and job opportunities for members of the local community. Through the multitude of job openings which will be created during both the development phase and after the completion of the development, we not only hope to provide a job to local community members, but more significantly, we hope to be able to allow these members to learn new skills and identify new career opportunities. From learning about our green construction practices to the training which will be offered by hospitality, retail and healthcare employers, potential employees will be given unique opportunities. We expect the development of the retail component alone to result in over hundreds of retail related employment opportunities for the residents of the CNM and our surrounding communities. These employment opportunities should range from entry level sales associate positions to top level management positions.

Through the development of Community Based Franchises, we will enable new, talented entrepreneurs to become a part of this vibrant commercial development. Working in conjunction with the Greater North Miami Chamber of Commerce and the North Miami Community Development Agency, we will identify bright, promising future business leaders that can meaningfully participate in the economic benefits of this development by combining their business expertise with the tested experience of well established commercial tenants.

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Green Construction Practices and Public Space

Continuum @ NoMi will be designed to be one of the most energy self-sufficient developments in Miami Dade County. In addition to utilizing all modern, energy saving and cost efficient technology available to obtain an LEED-ND designation, Continuum @ NoMi will utilize a grey water reclamation system that will recycle approximately 90-95% of the water used at our development. Being sensitive to the particularly challenging water usage issues facing the City of North Miami, Continuum @ NoMi will have a nominal impact on this precious resource despite the scope and magnitude of our development.

As a "green" symbol of futuristic, intelligent and environmentally friendly water reclamation development in the City of North Miami, Continuum @ NoMi intends to utilize the existing lake on site to develop a significant water fountain feature to serve as a centerpiece at the 151st Street entrance to our community.

This public element would serve as a defining destination showpiece for the City of North Miami while simultaneously serving as an exemplary model of green construction. Additionally, Continuum @ NoMi will be designed as a Transit Oriented Development (TOD). Thus, it will be designed to reduce auto dependence and encourage alternative modes of transportation such as biking, car pooling, Miami Dade County Transit buses and the NoMi Shuttle. NoMi Shuttle bus stops for local residents employed at or wishing to shop our community, bike paths and bicycle parking will encourage an environmentally friendly and community inclusive development.

Continuum @ NoMi will provide active and passive open space/ recreation areas within the site and a maximum of 5 acres for a water booster pump station and storage facility.

Continuum @ Nomi as a "Year Round Destination"

The attraction of a multi-generational, economically representative spectrum of residents and shoppers, actuated by a retail center composed of a diverse mix of product type, will play a seminal role in creating a year round consumer base that will spawn additional redevelopment at Continuum @ NoMi and the surrounding North Miami community. The vibrancy of the public use spaces, the meaningful business opportunities for local residents and entertainment opportunities will drive year round people traffic to Continuum @ Nomi.

1. PROPOSER'S EXPERIENCE STATEMENT PLEASE SEE ATTACHMENT

- a) Describe, in detail, the duration and extent of your business experience, with special emphasis upon experience, if any, with large scale multi-use, public-private and contaminated site development projects.
- b) Also state, in detail, the names and pertinent experience of the persons who will be directly involved in development and management of the operation. List the names and locations of currently owned commercial real estate and Proposer's percentage ownership, and any such facilities currently managed by Proposer.
- c) In addition, please provide photographs or other illustrative material depicting projects that will demonstrate your ability to complete a quality project, also describing the built environment surrounding any such developments.

The name and address should be given for each project identified, as well as person's familiar with the development who may respond to inquiries from the City. Proposers should also identify their specific role and their individual team members' role in each project.

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- a) **Describe, in detail, the duration and extent of your business experience with special emphasis upon experience, if any with large scale, multi-use public-private and contaminated site development projects.**

The Continuum Company ("TCC") is a privately held real estate development firm based in New York City. TCC's core business is the acquisition of development of residential (both for sale and rental housing), office, hospitality and retail space in New York, Miami and Las Vegas. To date, TCC has developed more than 12 million square feet totaling over \$6.0 billion.

Under the direction of Ian Bruce Eichner, the company's founder and chief executive officer, TCC's team of real estate professionals has a successful track record of developing complex, multi-phased projects from inception to occupancy. The company is involved in all aspects of development, including acquisition and finance, design and construction, sales and marketing, and project management.

TCC's team of real estate professionals has conceived of and implemented unique approaches to different types of development opportunities in select markets. The company's overall approach takes into consideration all aspects of each property. The development plan is always designed with a profound understanding of the marketplace in which the property will be developed, sold or leased.

Under Mr. Eichner's guidance, TCC has become skilled at establishing realistic and achievable development and operating budgets as well as determining price points for sale, lease or rental that are realistic, achievable and profitable to ownership. A world-class network of specialists in construction, engineering, design and marketing complements TCC's in-house capabilities. Working with these practitioners, the TCC team makes sure that each development achieves the highest performing results. In-house involvement in all phases of development ensures that projects are carefully selected, planned and executed, that costs are controlled and the quality of the product is delivered.

The Continuum on South Beach, The Cosmopolitan in Las Vegas and the Manhattan Club are exemplary of the type of multi-use and complex projects have defined The Continuum Company. (Further descriptions of each project are attached in the pages following the response to Section 1). These projects highlight the creativity of The Continuum

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Company to think outside the box to develop multi-use projects which appeal to residents and business interests. These projects further illustrate The Continuum Company's ability to (i) engage public officials to create a development that enhances the surrounding community; (ii) to identify and resolve complex development problems, including, but not limited to, potential environmental problems, and (iii) to engage the best of the best in terms of consultants and experts to help determine from the onset the most appropriate development ideas and to help navigate the project to completion. While these projects ultimately required no environmental contamination cleanup, each project as well as other projects in The Continuum Company's portfolio involved environmental due diligence and action. The Continuum Company approach is to understand the issue and then engage top tier environmental consultants. As such, HDR Engineering, Inc. has agreed to join The Continuum Company team to address environmental issues. HDR Engineering, Inc. has unparalleled experience dealing with this environmentally challenged site and enjoys strong relationships with the relevant regulatory and governmental environmental agencies including the CNM's Public Works department.

- b) **Also state, in detail, the names and pertinent experience of the persons who will be directly involved in development and management of the operation. List the names and locations of currently owned commercial real estate and Proposer's percentage ownership, and any such facilities currently managed by Proposer.**

A. Ian Bruce Eichner

Chief Executive Officer Ian Bruce Eichner, a seasoned developer of urban mixed-use properties, has a proven track record in real estate spanning more than three decades. His vast portfolio of projects in New York, Miami and Las Vegas include City Spire, One Broadway Place, The Manhattan Club, The Royale and Montague Street built in Brooklyn Heights. Outside of New York he has developed the Continuum, a 2-tower gated condominium community in South Beach, and the Cosmopolitan, a 3,000 room resort and casino on the Las Vegas strip.

Mr. Eichner's acute business sense has produced a series of visionary real estate developments that have been characterized by a creative mix of distinctive purpose-built properties. Each of these properties illustrates his extensive real estate expertise and ability to take situations which others may find unachievable and off-putting, and design and execute solutions which realize value for the developer. Mr. Eichner's notable development achievements that were the first in their class include:

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- First high-rise built in Brooklyn Heights since landmarks height legislation was passed in 1965 (Montague Street, 1998)
- First urban timeshare in New York, with a new concept of being able to book stays one day at a time (The Manhattan Club, 1996)
- First and only beachfront gated community in South Beach (The Continuum, 2003-2008)
- First development on the Las Vegas strip to employ an urban development model, maximizing a small (8.5 acre) site to its full square footage potential (6 ½ million square feet).

Mr. Eichner's career in real estate follows almost a decade in the criminal justice system, including terms as an assistant District Attorney and program development chief of a gubernatorial agency during Nelson Rockefeller's tenure.

B. William Wallace IV

William Wallace IV served as the Vice President of Development for Biscayne Landing, a 200 acre, master planned community in South Florida. In addition to these development duties, he was also responsible for the development of offsite projects, which included, but were not limited to an estimated 6,000 units of newly constructed or renovated workforce housing; four brand new schools (2 High Schools; 1 Middle School & 1 Elementary School) accommodating in excess of 5,000 students; an Olympic Training facility housing the combative sports of the Olympic National Governing Boards; and a new, technologically modern public library.

Prior to that, Mr. Wallace was a Vice President of Forest City Ratner Companies, one of the premier real estate development firms in the country. At Forest City, Mr. Wallace was responsible for the pre-development and development of major real estate projects and the supervision of acquisitions, leasing, financing, construction and operation of projects. Mr. Wallace assisted in developing a massive casino/hotel/retail center in Atlantic City; a convention hotel in Miami Beach (Loews Miami Beach Hotel)(see attached brochure) ; a several acre power retail center in the Bronx known as Fordham Plaza, and a Biotechnology Center on Manhattan's east side. He also supervised the development of moderate income New York City Partnership housing at Atlantic Terminal (now known as Barclay's Center)

Mr. Wallace previously served as the Chief Executive Officer of Latimer-Woods Economic Development Association, Inc. where he was instrumental in the development of the first high technology business incubator for entrepreneurs of color in the history of New York State at Metrotech Center in Brooklyn.

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Upon leaving -law school, he was a Law Clerk in Brooklyn Supreme Court, and served briefly as an associate counsel in the Appellate Division of the Legal Aid Society.

C. Heinrich von Hanau

With over thirty years of experience overseeing more than \$2.0 billion in development projects, Heinrich von Hanau brings the powerful combination of capital market knowledge and real estate development background to The Continuum Company. Since 1998, Von Hanau has served as Chief Development Officer for The Continuum Company, providing expert oversight of the entire development process. Von Hanau is especially adept at securing financing and successfully guiding the growth and sales operations of large-scale, mixed use residential projects. Under his guidance, Von Hanau and the Continuum sales team achieved recordbreaking sales in terms of sales volume and price per square foot for the North and South towers of The Continuum on South Beach.

D. Scott Aaron

Since 1996, Scott has been involved with and directed the development of over \$450 million worth of residential rental, condominium and hospitality projects in New York and Miami. His brief departure from The Continuum Company from 2006 to 2009 was highlighted by his development of 100 West 18th Street, Chelsea's most successful boutique residential development.

Mr. Aaron has returned as Chief Executive Officer of Acquisitions of The Continuum Company, the firm that launched his career in the mid 90's. He is responsible for the Firm's strategic oversight of acquisitions and development.

In 2009, Mr. Aaron was named as one of New York's "Developers on the Rise" by Globe Street Magazine.

E. Leslie Eichner

Leslie is a seasoned real estate professional specializing in design and marketing. She has served as both President of The Manhattan Club and Chief Creative Officer for the Cosmopolitan Resort in Las Vegas. With a professional career focused on real estate product design and development as well as sales and marketing, Mrs. Eichner is a critical part of the team that shapes each TCC development.

As President of The Manhattan Club, Mrs. Eichner was responsible for the conceptualization, design and development of The Manhattan Club, New York City's first urban timeshare, and to date, the largest urban timeshare development in the world. Mrs. Eichner also served as Chief Creative Officer for The Cosmopolitan Resort and

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Casino in Las Vegas, Nevada. In this capacity, she oversaw the design/development of the 6.5 million square foot resort, including architecture and interior design of hotel rooms, condo-hotel suites, casino suites, casino, retail atrium, meeting rooms, beach club, night club, pool decks spa, theater, restaurant spaces, signage, and all other related spaces. In addition, she was responsible for the conceptualization and development of the overall branding strategy and positioning of the property and was instrumental in the successful marketing of the condo-hotel product.

Mrs. Eichner's career has spanned three decades with both corporate and entrepreneurial experiences. Prior to her work in real estate, she headed a consulting practice which specialized in creative problem solving and the design of strategic sales and marketing initiatives for financial institutions and small business owners. Her 30-year career also includes 17 years as an executive at a major financial institution.

F. Seth Goldman

Seth Goldman joined The Continuum Company LLC in 2004 and is currently the Development Director. With over 10 years of experience completing over \$200 million in hospitality, residential condominium, student housing, commercial retail and parking garage development projects, Mr. Goldman is valued for his wide range of expertise and proven track record in the field. Over the course of his career, Mr. Goldman has been involved in all aspects of the development process including analysis, acquisition, planning, approval, implementation, delivery, and management.

Since joining The Continuum Company, Mr. Goldman has completed a renovation conversion of The Manhattan Club, New York City's first timeshare property, and development of the Continuum II on South Beach, a 37-story residential condominium mixed-use building.

Mr. Goldman holds a Master's Degree in Real Estate Finance from New York University and a Bachelor's of Arts Degree from Ithaca College.

G. Michael Merola

Michael Merola joined The Continuum Company LLC in 2010 as General Counsel. With more than a decade of legal experience at major Manhattan law firms including Weil Gotshal & Manges and Cahill Gordon & Reindel, Mr. Merola has structured, negotiated and managed a variety of acquisition and finance transactions. Additionally, he has served as the outside general counsel to companies from their nascent stages through their development into more mature companies. In this capacity, he has become intimately involved in the business affairs of these companies

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and provided counsel on an array of legal matters. Most recently, Mr. Merola served in a business capacity in the institutional wealth management group of a major financial institution.

Mr. Merola holds a J.D. degree with honors from Harvard Law School and a Bachelor's degree from Franklin & Marshall College.

Below please find a list of commercially owned real estate currently owned and managed by the Proposer. The Proposer owns one hundred (100%) of the below properties.

1. Commercial retail space at The Continuum on South Beach (Miami, FL)
Address: South Pointe Drive, Miami Beach FL 33139
 2. Additionally, at The Continuum on South Beach, the Proposer owns and manages 28 rental condominiums of approximately 52,000 square feet
 3. The Manhattan Club (New York, NY)
Address: 200 West 56th Street, New York, NY 10019
 4. Commercial retail space in East Hampton, New York
Address: 87 Main Street, East Hampton, NY 11937
 5. A number of brownstones in Brooklyn, NY
- c) **In addition, please provide photographs or other illustrative material depicting projects that will demonstrate your ability to complete a quality project, also describing the built environment surrounding any such developments.**

The name and address should be given for each project identified, as well as person's familiar with the development who may respond to inquiries from the City. Proposers should identify their specific role and their individual team members' role in each project.

Attached find an illustrative photograph and details about each significant development of The Continuum Company. For each development, Ian Bruce Eichner served as the developer and members of his team noted earlier were instrumental in the development of the project. For further information about any of these projects, the City is welcome to contact Michael Merola, Ian Bruce Eichner or Scott Aaron of The Continuum Company at (212) 554-3700.

Continuum Company

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KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

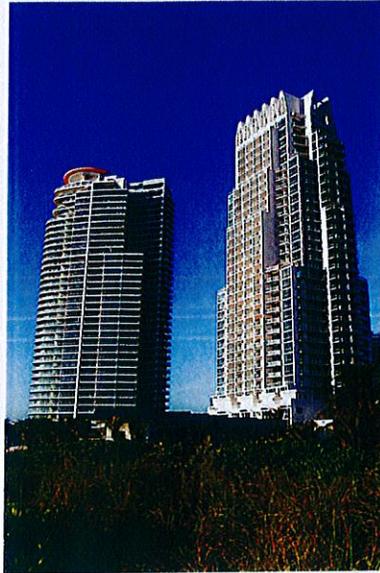
BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS

The Continuum on South Beach Miami, Florida



THE CONTINUUM

YEAR COMPLETED: (PHASE 1) 2002
AND (PHASE 2) 2008

THE FACTS:

- COST: \$440 M
- COST PHASE 1: \$250 M
- COST PHASE 2: \$190 M
- TOTAL GROSS SQUARE FEET:
1,400,000
- MIXED-USE:
- TWO LUXURY CONDOMINIUM TOWERS:
 - * PHASE 1 SOUTH TOWER
44 STORIES, 317 CONDOMINIUMS
(INCLUDING 14 TOWNHOUSES)
AND 14 CABANAS
 - * PHASE 2 NORTH TOWER
40 STORIES, 213 CONDOMINIUMS
(INCLUDING 7 TOWNHOUSES AND
7 LOFTS) AND 14 CABANAS
- 12,000 SF OF RETAIL
- 12,000 SF OF RESTAURANT
- AMENITIES: 12-ACRE, GATED,
BEACHFRONT PROPERTY WITH
2 LAGOON POOLS, A 20,000 SF
FULL SERVICE SPA AND FITNESS
CENTER WITH LAP POOL, 1000
LINEAR FEET OF BEACH FRONT-
AGE WITH PRIVATE BEACH CLUB,
RESTAURANT, 3 CLAY TENNIS
COURTS, AND PRO SHOP

Opportunity:

- 12 acres in South Beach, Miami representing the last and largest parcel of oceanfront property available in the "South of Fifth" neighborhood of Miami Beach

Challenge:

- At the time of the acquisition, the City of Miami enacted a law limiting property heights in South Beach to 100 feet or 10 stories. This law would have reduced the scope of the proposed development rendering it economically unfeasible.
- Although the site encompassed the southernmost acreage on the beach, the "South of Fifth" neighborhood was not considered a prime residential location.
- Strict environmental laws governing endangered species, beach erosion and aquatic life posed design and construction challenges for the proposed development.

Solution:

- Used the government re-zoning process to gain approval to develop 1.4 million square feet.
- Worked with government/conservation officials to ensure protected wildlife, habitat and aquatic life were not disturbed during the development process. A sanctuary for sea turtle nesting was created ensuring that the nesting sites would not be endangered.
- Property master plan was designed to create the only gated oceanfront community on South Beach. The development included two high-rise towers, each with a dedicated pool and parking garage, as well as a spa and fitness center with lap pool, tennis courts and a private beach club. The exclusivity and design concept achieved the highest sales per square foot in South Beach.
- Utilized a phased development approach, which allocated costs for the overall property amenities (spa/fitness center/tennis courts/beach pavilion) into Phase 1. This increased the marketability of Phase 1 and Phase 2. More importantly, it decreased the costs associated with Phase 2, reducing the exposure and significantly increasing the profitability.

Continuum Company

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KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

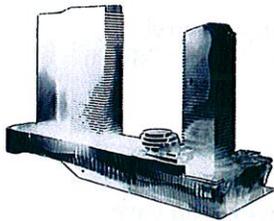
BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS

The Cosmopolitan Resort & Casino Las Vegas, Nevada



THE COSMOPOLITAN

CONSTRUCTION START: 2005,
ESTIMATED COMPLETION DATE: 2010

THE FACTS:

- COST: \$3.8 BILLION
- 8.5 ACRES
- TOTAL GROSS SQUARE FEET:
6,500,000
- MIXED USE:
 - 2,200 CONDOMINIUM-HOTEL
UNITS, 800 HOTEL ROOMS
 - 100,000 SF OF CASINO
 - 250,000 SF OF RETAIL AND
RESTAURANT SPACE
 - 150,000 SF OF
MEETING/CONVENTION SPACE
 - 40,000 SF SPA AND FITNESS
FACILITY
 - 1,800 SEAT THEATER
 - 5-LEVEL UNDERGROUND PARKING
GARAGE (4,000 SPACES)

Opportunity:

- Availability of an 8.5 acre parcel of land on the Las Vegas strip.
- Parcel ideally situated between the Bellagio and City Center, with more than 70,000 visitors passing by the property each day.

Challenge:

- Size of site was 1/3 of that typically developed for a Las Vegas strip resort, which was usually more than 25 acres.
- The property wrapped around The Jockey Club, a timeshare property that could not be acquired, and was being used as an outdoor parking facility for the owners.
- Development solution had to address the permanent existence of The Jockey Club.
- Development solution had to include an approach to the relocate the Jockey Club parking facility on an interim basis as well as the creation of an incentive package which would allow for the ongoing construction of The Cosmopolitan site while The Jockey Club remained operational.

Solution:

- Used an urban development model to maximize site potential which resulted in the ability to build 6.5 million square feet on the 8.5 acre parcel..
- Devised a plan to excavate 62 feet below grade to provide the required number of parking spaces for the resort.
- Through the government approval process, acquired dense entitlement approval including a variance on FAA building height restrictions, a variance which reduced the parking requirement, and a variance on the set back requirement relating to The Jockey Club line which granted approval for a 0 feet set back instead of the standard 30 feet set back.
- The development model included 2200 condo-hotel rooms that would be sold at an estimated value to the project of \$1.8 B.
- When the capital markets experienced significant contraction in 2007, while Cosmopolitan was under construction, a settlement was negotiated with Deutsche Bank, which, by mutual agreement, ultimately transferred ownership to the bank.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

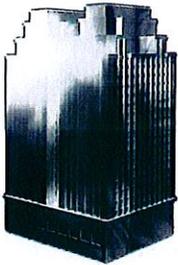
FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



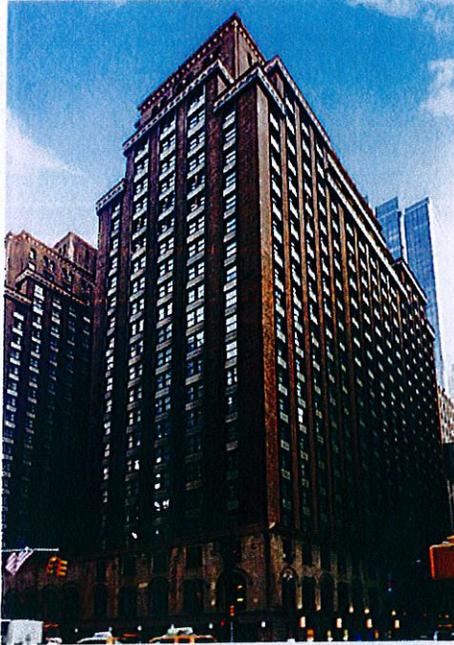
THE MANHATTAN CLUB

200 WEST 56TH STREET,
NEW YORK, NEW YORK
YEAR COMPLETED: 2006

THE FACTS:

- COST: \$141 M (IN FIVE PHASES, 1995 – 2006)
- TOTAL: 26 STORIES, 286 SUITES (REPRESENTING 14,872 SALEABLE WEEKS)
- TOTAL GROSS SQUARE FEET 215,000
- AMENITIES: 4,000 SF PRIVATE LOUNGE AND BAR, 2 MEETING ROOMS, BUSINESS CENTER, STATE-OF-THE-ART FITNESS FACILITY, 2 SUN TERRACES

The Manhattan Club Midtown West, New York



Opportunity:

- Bankrupt hotel property located on 7th Avenue, between 55th Street and 56th Street.

Challenge:

- Existing cash flow did not support current mortgage and required a creative approach to development and financing.
- Property was in considerable disrepair and was in need of renovation so that the asset could be repositioned in order to generate higher room rates.
- The possibility of unforeseen conditions was high since the building was constructed in the 1920's and structural and architectural plans were not available.
- The existing hotel would have to remain operational during construction.
- Proposed redevelopment plan was considered speculative and therefore, traditional financing was unavailable.

Solution:

- Designed a uniquely structured financing vehicle with seller by using a combination of Continuum equity, existing cash flow and construction financing for re-development.
- Applied timeshare concept to property redevelopment. Timeshare presales and untapped urban market demand provided an alternative approach to the repositioning of the asset.
- Adapted notion of traditional timeshare to an urban environment allowing buyers to purchase 7-day intervals for use in single-day increments.
- An extensive amount of due diligence, structural probing and planning was required in order to properly layout timeshare units.
- Development was completed in stages, four floors at a time. Construction took place while building was fully operational, requiring an unprecedented amount of coordination between operations, development and construction personnel.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



THE RICHMOND

THE FACTS:

- COST: \$40 M
- TOTAL: 25 STORIES, 101 UNITS
- TOTAL GROSS SQUARE FEET: 250,000

- MIXED USE:
 - 210,000 SF OF LUXURY CONDOMINIUMS
 - 15,000 SF OF RETAIL
 - 15,000 SF OF PROFESSIONAL OFFICES
 - 10,000 SF OF STORAGE

- AMENITIES: 4,000 SF RECREATIONAL TERRACE ON THE 18TH FLOOR, SMALLER SUNDECK ON THE THIRD FLOOR, STORAGE

The Richmond Upper East Side, New York



Opportunity:

- Foreclosed warehouse property on 3rd Avenue and East 80th Street, a prime Upper East Side location

Challenge:

- Configuration of the existing footprint was not conducive to the construction of residential housing and required an innovative solution for the development to work.
- Existing facility already had more square footage than was allowable under the current zoning.
- Real estate development market was non-existent following the crash of the early 90's.

Solution:

- Divided property into 2 sections, creating a separate residential and a separate retail condominium.
- Sold the retail condominium (basement, ground floor and second floor medical space), which represented 10% of total square footage to Fortune 500 Company for 50% of total acquisition cost.
- Addressed issues relating to the property's design configuration by creating an atrium in the center space that provided the necessary light and air for interior apartments. Relocated the 40,000 square feet that was derived from creating the center atrium to the top of the building, creating 8 penthouse units.
- Worked within the existing building code to re-use the existing non-compliant development rights by leaving 20% of the building intact during construction.
- Condominiums were 100% sold during construction.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

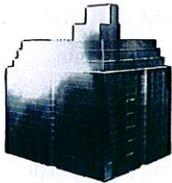
FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



THE BOULEVARD

THE FACTS:

- COST: \$120 M
- 20 STORIES, 355 UNITS
- TOTAL GROSS SQUARE FEET: 480,000

MIXED-USE:

- 415,000 SF OF LUXURY "COND-OP" APARTMENTS
- 25,000 SF OF RETAIL
- 40,000 SF OF PARKING BELOW GRADE

- AMENITIES: GARAGE, HEALTH CLUB AND POOL, SUNDECK, RACQUETBALL AND SQUASH FACILITIES, SUPERMARKET BUILT BELOW GRADE AND A SUBWAY STATION AT THE CORNER

The Boulevard Upper West Side, New York



The Opportunity:

- Desirable site on Upper West Side available for acquisition at low cost basis.

Challenge:

- Assemblage required acquisition of an adjacent lot encumbered by a 20-year lease to a garage operator. The garage buyout would increase the cost basis of the development.
- Plan had to account for the higher cost basis, leaving the residential development rights intact and produce an additional revenue stream utilizing the existing building envelope.
- Market research indicated that the size of the down payment was an issue for potential buyers.

Solution:

- Completed assemblage by creating an incentive package for the garage owner that compensated him for lost parking revenue and ultimately relocating him into a new, larger garage.
- Utilized a "Cond-Op" legal structure that created two separate condominiums and allowed the developer to structure two separate financing packages. The residential condominium was converted into a cooperative by placing a first mortgage on the building. The resulting "Cond-Op" had the financial advantage of a Co-operative structure but functioned operationally in the same way as a condominium. This structure enabled the purchaser to be able to deduct his mortgage interest payment and reduce the down payment by 25%.
- Created additional revenue streams by locating the supermarket and parking garage below grade. This approach maximized the assemblage's available development rights.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



CITY SPIRE

150 WEST 56TH STREET,
NEW YORK, NEW YORK
YEAR COMPLETED: 1987

THE FACTS:

- COST: \$225 M
- 72 STORIES, 340 UNITS
- TOTAL GROSS SQUARE FEET: 850,000
- MIXED-USE:
 - 494,500 SF OF LUXURY CONDOMINIUMS
 - 310,000 SF OF OFFICE SPACE (24 FLOORS)
 - 10,500 SF OF RETAIL
 - 35,000 SF OF PARKING ON TWO LEVELS BELOW GRADE
- AMENITIES: HEALTH CLUB, POOL AND PARKING

City Spire Midtown West, New York



Opportunity:

- A parking garage adjacent to City Center Theater available for acquisition.
- City Center Theater had 500,000 square feet of unused development rights.
- The renovation of City Center Theater would potentially produce significant bonus development rights for the project.

Challenge:

- The proposed 72-story building drew strong opposition from preservation groups concerned that the development would be architecturally inconsistent with the neighboring 6-story theater, an important NYC landmark.
- Existing zoning restricted the height of a new building to 400 feet, severely impacting the economic feasibility of the proposed project.
- Development required the approval of the Landmarks Preservation Commission.
- Property owner operated a garage within the building and would only sell if the new building included a parking facility, which he could operate and was at least as large as the existing one.
- The significant amount of existing street level noise was a marketing issue for the proposed residential component of the development.
- The tempered glass, required by the zoning code for office buildings, was only available in green, gray and black, which distorted the views. Because of the office component, the tempered glass also had to be used for the residential component, which severely limited the spectacular views of the condominiums.

Solution:

- Through the government approval process, zoning variances were granted, resulting in approvals for a 72-story mixed-use high-rise, the tallest residential building in NYC at that time.
- Created incentive package for City Center to support the proposed development that allowed them to expand their existing stage into the new development (existing stage was too narrow). The expanded stage was designated as a separate condominium, wholly-owned by City Center.
- Procured additional air rights by making a contribution of \$3 M to New York City Opera and \$3 M to NYC Ballet which produced an additional 26 stories (297,300 SF) and by spending \$5.5 M to renovate the City Center Theater which produced another 12 stories, ultimately doubling the original building envelope.
- Located office space and residential amenities on floors 1 through 25. Located the residential section on floors 26 through 72, maximizing the value of unobstructed views and minimizing noise issues at the street level.
- Developed the first mixed-use building in NYC with clear glass by commissioning a glass manufacturer to create clear, tempered glass that allowed occupants to enjoy the great views.
- Created incentive package for the garage owner which included the construction of a larger garage for his company to manage in the new building.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



180 MONTAGUE

BROOKLYN HEIGHTS, NEW YORK
YEAR COMPLETED: 1998

THE FACTS:

- COST: \$54 M
- 33 STORIES, 192 UNITS
- TOTAL GROSS SQUARE FEET: 212,000
- MIXED-USE:
 - 190,000 SF OF LUXURY RENTAL APARTMENTS
 - 10,000 SF OF RETAIL
 - 12,000 SF OF PARKING BELOW GRADE
- AMENITIES: FITNESS CENTER, OUTDOOR ROOF DECK, LOUNGE

180 Montague Street Brooklyn Heights, New York



Opportunity:

- A two-story retail property located on the main shopping street in Brooklyn Heights
- Property located on the only block in the neighborhood excluded from Landmarks Historic District designation, passed in 1965
- Lack of new residential development in the area due to challenging zoning restrictions and vocal community board opposition

Challenge:

- Existing development rights from the parcel were not large enough to create the critical mass and the views that would set the building apart from existing market inventory.
- Property development required relocating a group of retail tenants led by Off Track Betting, a quasi-public entity that occupied much of the ground floor of the building. Tenants would not consider relocation unless it could be accomplished without interrupting their business.
- There was opposition from community groups because the proposed 33-story building was in sharp contrast to the existing low scale development.
- A subway tunnel was located just a few feet from the proposed foundation, posing significant construction challenges and requiring government agency design and engineering approvals in order to proceed with development.

Solution:

- Successfully relocated Off Track Betting and the other retail tenants.
- Procured air rights from 8 adjoining buildings resulting in an additional 27 floors and 360 degree unobstructed views of Manhattan, Queens, Staten Island and New Jersey.
- Development qualified for outer-borough 20-year tax exemption from increases due to property improvements.
- Managed community opposition by meeting with neighborhood associations and community board members throughout the development process.
- Rather than traditional excavation and foundation construction, a slurry wall foundation process was used. The system allowed the tunnel to remain "pressurized" and intact during excavation and foundation work.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

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FOUNDER IAN BRUCE EICHNER

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KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



THE AMERICA

300 EAST 85TH STREET,
NEW YORK, NEW YORK
YEAR COMPLETED: 1986

THE FACTS:

- COST: \$60 M
- 36 STORIES, 200 UNITS
- TOTAL GROSS SQUARE FEET:
228,000

MIXED-USE:

- 215,000 SF OF LUXURY
"COND-OP" APARTMENTS
- 5,000 SF OF RETAIL
- 8,000 SF OF PARKING
BELOW GRADE

- AMENITIES: PLAZA AT BUILDING
ENTRANCE, HEALTH CLUB, POOL,
AND GARAGE

The America Upper East Side, New York



Opportunity:

- Distressed property in a very good location which became available for sale after a failed assemblage.

Challenge:

- Market research indicated that the size of the down payment was an issue for condominium buyers in that area.

Solution:

- Separated the retail and residential portions of the property.
- Maintained ownership of the retail condominium.
- Utilized a "Cond-Op" legal structure that created two separate condominiums and allowed the developer to structure two separate financing packages. The residential condominium was converted into a cooperative by placing a first mortgage on the building. The resulting "Cond-Op" had the financial advantage of a Co-operative structure but functioned operationally in the same way as a condominium. This structure enabled the purchaser to be able to deduct his mortgage interest payment and reduce the down payment by 25%.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

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PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



THE ROYALE

188 EAST 64TH STREET,
NEW YORK, NEW YORK
YEAR COMPLETED: 1985

THE FACTS:

- COST: \$80 M
- 42 STORIES, 205 UNITS
- TOTAL GROSS SQUARE FEET:
257,000
- MIXED-USE:
 - 215,000 SF OF LUXURY
CONDOMINIUMS
 - 25,000 SF OF RETAIL SPACE
 - 17,000 SF OF PARKING
- AMENITIES: GARDEN COURTYARD

The Royale Upper East Side, New York



Opportunity:

- Availability of entire block front in a very desirable neighborhood on the Upper East Side of Manhattan.

Challenge:

- Property encumbered by half-vacant tenement buildings.
- To proceed with the development, 62 existing tenants had to be relocated and the existing building vacated.
- The economic feasibility depended on the ability to identify additional sources of income beyond the residential sales.

Solution:

- Successfully vacated the buildings within four months of the acquisition through negotiated buyouts and relocations of existing tenants.
- Created additional revenue streams by locating a major food retailer below grade and negotiating a long-term lease with a bank for the second floor retail space. Both original tenants are still there today.
- Condominiums sold out at record prices.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



THE KINGSLEY

400 EAST 70TH STREET,
NEW YORK, NEW YORK
YEAR COMPLETED: 1984

THE FACTS:

- COST: \$40 M
- 40 STORIES, 210 UNITS
- TOTAL GROSS SQUARE FEET: 216,000

MIXED-USE:

- 197,000 SF OF LUXURY CONDOMINIUMS
- 8,000 SF OF RETAIL SPACE
- 11,000 SF OF PARKING BELOW GRADE

- AMENITIES: ROOF-TOP LOUNGE, PARKING GARAGE

The Kingsley Upper East Side, New York



Opportunity:

- Availability of a 20,000 square foot site on First Avenue and 70th street resulting from an incomplete assemblage and a failed partnership.

Challenge:

- The existing owners' significant partnership issues added to the complexity of the negotiations.
- An urban plaza bonus was available if the existing tenement buildings were demolished on the south side of the site. These buildings were occupied by rent controlled tenants who would be difficult to vacate, making the ability to develop the south plaza highly unlikely.
- In-depth knowledge of the market was needed in order to develop a plan that would maximize the potential of the site.
- Traditional residential construction aligned bathrooms and kitchens vertically throughout the building. A creative approach to the design of the building was required to obtain premium pricing for the creative layouts of the individual units and the uniqueness of the unit mix.

Solution:

- Acquired unused air rights from the three adjacent tenement buildings to increase the buildable square footage.
- Utilized the government process to gain approval for an alternative plan to build the City's only north facing urban plaza. This approach enabled the existing tenants to remain in their homes, at the same time creating a new urban plaza for the neighborhood and scale to the new development.
- Pioneered the use of consumer-based marketing techniques to determine the appropriate unit mix, amenities package, and the kitchens and bathrooms designs preferred by the Upper East Side condominium buyer. The research also indicated that a significant market existed for a more upscale product than historically had been offered in that neighborhood.
- Results of the research were translated into a development that had a larger number of smaller units for price-conscious buyers on the lower floors and a smaller number of larger units for affluent buyers on the higher floors.
- Critical elements of the development approach included:
 - Locating studios and one bedroom units on floors 1- 19
 - Locating two and three-bedroom units on floors 20 - 36.
 - Designing six floors of "Penthouse" units which commanded premium pricing due to their location in the building, the unique design, numerous balconies, and luxury amenities
 - Constructing the lobby out of sequence, prior to the completion of the rest of building, and therefore, gave the pre-construction purchaser an actual sample of the quality of the product being developed. This marketing technique had not been previously used in New York City.
 - Six model units were constructed on the 20th floor showcasing the views, luxury finishes and unit options.
- The development was in contrast to the traditional approach that merely replicated what had previously been built in the area. The previously untested marketing approach, non-traditional layout of the building and distinct unit mix accelerated sales and produced premium prices, which, in turn, offset the higher construction costs dictated by the development plan and building design.

Continuum Company

CONTINUUM COMPANY

KEY URBAN LOCATIONS

DEVELOPMENT TIMELINE

PROPERTY GALLERY

PROPERTY PORTFOLIO

FOUNDER IAN BRUCE EICHNER

BUSINESS APPROACH

KEY EXECUTIVES

Q&A WITH IAN BRUCE EICHNER

PRESS



ONE BROADWAY PLACE

1540 BROADWAY, NEW YORK, NY
YEAR COMPLETED: 1990

THE FACTS:

- COST: \$280 MILLION
- 44 STORIES
- TOTAL GROSS SQUARE FEET: 1,100,000
- MIXED-USE:
 - 900,000 SF OF OFFICE SPACE
 - 150,000 SF OF RETAIL SPACE INCLUDING MOVIE THEATERS
 - 50,000 SF OF PARKING BELOW GRADE
 - 15,000 SF OF EXTERIOR SIGNAGE
- AMENITIES: PARKING GARAGE, 5- LEVEL RETAIL SPACE

One Broadway Place Midtown West, New York



Opportunity:

- Potential assemblage in the middle of Times Square.
- Site offered scale and 24-hour pedestrian traffic.
- Existing zoning law allowed 18 FAR – the highest density permitted in the city.
- Existing zoning permitted the ability to put large scale billboard signage on the building.

Challenge:

- Existing zoning was to expire in 1988 (density would decrease from 18 to 15 after the expiration). Therefore acquisition, financing and foundation construction had a limited time frame.
- A group of both office and retail tenants needed to be vacated from the existing building in order to proceed with the demolition.
- Existing zoning required a certain percentage of billboard-style signage be placed on the exterior of the building
- Development concept included 5 levels of retail, a portion of which was below grade.
- The concept of an indoor, vertical, retail space, partially below grade, was considered extremely speculative. Banks were unwilling to finance this type of project without a tenant in place and, in addition, were extremely skeptical about the viability of a below grade vertical mall.
- Competition for office space from Midtown East buildings made the proposed \$40 psf questionable.

Solution:

- Accelerated the pre-development and permitting schedule in order to take advantage of the existing higher density.
- Implemented existing demolition clause in existing office and retail tenant leases in order to vacate the building.
- Developed incentive package for one restaurant tenant, not subject to the demolition clause, and agreed to put them back into the new development.
- Negotiated net lease with a national retail REIT for vertical retail space in order to shift leasing risk and make the project financeable.
- Added 300,000 square feet to the development by procuring unused development rights from an adjoining landmarked theater and building five levels below grade.
- Succeeded in securing an amendment to the existing zoning law, significantly increasing the scope of large-scale exterior signage to be placed on the exterior of the building. This significantly increased advertising revenue of the development.
- The additional income from the below grade retail and the exterior signage made it possible to offer below-market leases to attract office tenants.

2. PROPOSER'S FINANCIAL DATA

a) **Financial Statement** PLEASE SEE ATTACHED LETTER

Proposer, owner-corporations of Proposer, Principals and any person or business entity guaranteeing the performance of the Proposer must attach audited financial statements for the recent Fiscal Year end, if available and prepared in accordance with generally accepted accounting principles, or such other proof of financial capability, reasonably acceptable to the City, and showing the financial ability of the Proposer to build the project.

b) Surety Information

Has any surety or bonding company ever been required to perform upon Proposer's default or any entity previously owned or controlled by Proposer or any Principals? Yes () No (X)

If yes, attach a statement naming the surety or bonding company, date, amount of bond, and the circumstances surrounding said default and performance.

c) Bankruptcy Information

Has Proposer, Principals or any entity previously owned or controlled by Proposer ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes (X) No () PLEASE SEE ATTACHED

If yes, state date, court jurisdiction, amount of liabilities and amount of assets.

d) Pending and Past Litigations

Provide detailed information regarding pending and past litigations, liens, or claims involving any principal, participant in the proposal or any entity previously owned or controlled by Proposer working with the proposed project. This would include any pending or past bankruptcies; insolvency; judgments; dissolutions (voluntary or involuntary); failure to complete or abandonment of project; and any incidents of default on financing of project.

PLEASE SEE ATTACHED



COOPER-HOROWITZ, inc.

REAL ESTATE FINANCING

51 East 42nd Street, New York, N.Y. 10017 • (212) 986-8400

Fax (212) 983-0512

June 29, 2011

The City of North Miami
Office of the City Clerk
776 NE 125th Street
North Miami, FL 33161

Re: RFP 43-10-11 Biscayne Landing Redevelopment Project

Dear City of North Miami:

Cooper-Horowitz, Inc. has been engaged in the real estate mortgage brokerage business since 1964. Cooper-Horowitz, Inc. has been instrumental in placing over \$60 billion of mortgage loans with respect to over 7,000 real estate properties.

For its clients and developers, Cooper-Horowitz, Inc. has arranged a variety of financing vehicles, including, but not limited to, construction loans, permanent mortgages, standby commitments, sale-leasebacks, equity financing, secondary and wrap financing, land mortgages and tax exempt loans. Loans are placed with international and domestic lenders, insurance companies, pension funds and credit companies.

Cooper-Horowitz, Inc. has arranged for Mr. Bruce Eichner in excess of \$2 billion of construction financing over the last 10 years.

We have arranged for Mr. Eichner and his Continuum Company financing on the following projects (among others):

- Continuum on South Beach
- Park Central Hotel
- 80th Street/3rd Avenue
- Montegue Street
- Las Vegas Casino

Page -2-

After review and analysis of the materials provided by Mr. Eichner, Cooper-Horowitz, Inc. has discussed his proposal to various institutions, regarding the necessary financing for the above referenced project.

It is my opinion, based upon discussions with our lender/institutions, that the necessary commitments to provide the required financing will be available to Mr. Eichner.

If you should have any questions, or if I can be of assistance to you, please call me at your convenience.

Best regards,

COOPER-HOROWITZ, INC.

A handwritten signature in black ink, appearing to be 'R. Horowitz', written over the printed name of Robert B. Horowitz.

Robert B. Horowitz

RBH:sb

2. PROPOSER'S FINANCIAL DATA
(d) Pending and Past Litigations

THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022

2. Proposer's Financial Data

c) Bankruptcy Information

Has Proposer, Principals or any entity previously owned or controlled by Proposer ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes

Chapter 11 Bankruptcy with respect to the following developments

1540 Broadway	\$260.0 million	1992
150 West 56 th St.	\$90.0 million	1992
Broadway & 86 th St.	\$75.0 million	1992
Park Central	\$225 million	1999

d) Pending and Past Litigations

Provide detailed information regarding pending and past litigations, liens or claims involving any principal, participant in the proposal or any entity previously owned or controlled by Proposer working the proposed project. This would include any pending or past bankruptcies; insolvency; judgments; dissolutions (voluntary or involuntary); failure to complete or abandonment of project; and any incidents of default on financing of project.

South Beach Ocean Parcel, Ltd.

- Various lawsuits related to construction and association claims in relation to the Continuum on South Beach, South Tower. All lawsuits have been settled, and there are no pending matters in relation to this project against South Beach Ocean Parcel, Ltd. or any of its principals

South Beach Ocean Parcel II, Ltd.

- Various liens and lawsuits between South Beach Ocean Parcel II, Ltd. its general contractor and certain sub-contractors. The lawsuit with the General Contractor remains active as well as two remaining lawsuits with sub-contractors which have been consolidated into one case. Trial is set for 4th quarter of 2011 in Miami-Dade.

In addition to these litigations, we are involved in ordinary course business litigations including with subcontractors and contractors which we do not believe are of a material amount.

3. PROPSER'S PAST PERFORMANCE

a) Criminal Convictions

Has Proposer, Principals or any entity previously owned or controlled by Proposer been convicted by a Federal, State, County or Municipal Court of any violation of law, other than traffic violations. This information should include all stockholders over ten percent (10%).

Yes () No (X)

If yes, list and explain any convictions on a separate sheet.

b) Past Performance

Have any similar agreements held by Proposer or Principals for a similar projects to the proposed ever been canceled?

Yes () No (X)

If yes, give details on a separate sheet.

c) Has the Proposer or any Principals of the applicant organization failed to qualify as a responsible Bidder, refused to enter into a contract after an award has been made, failed to complete a contract during the past five (5) years, or been declared to be in default in any contract in the last five (5) years? NO

If yes, please explain:

4. PROPOSER'S REFERENCES PLEASE SEE ATTACHED

List four (4) persons or firms with whom the Proposer has conducted business transactions during the past three years. At least two (2) of the references named are to have knowledge of Proposer's debt payment history. At least one (1) reference must be a financial institution.

Reference No. 1

Name:

Firm:

Title:

Address:

Telephone: ()

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference No. 2

Name:

Firm:

Title:

Address:

Telephone: ()

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference No. 3

Name:

Firm:

Title:

Address:

Telephone: ()

Nature and magnitude of purchase, sale, loan, business association, etc.:

Reference No. 4

Name:

Firm:

Title:

Address:

Telephone: ()

Nature and magnitude of purchase, sale, loan, business association, etc.:

4. PROPOSER'S REFERENCE

**THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022**

List four (4) persons or firms with whom the Proposer has conducted business transactions during the past three years. At least two (2) of the references named are to have knowledge of the Proposer's debt payment history. At least one (1) reference must be a financial institution.

Reference No. 1

Name: Ben Michelson
Firm: Fortress Investment Group
Title: Managing Director
Address: 1345 Avenue of the Americas
46th Floor
New York, NY 10105

Tel: (212) 479-5297

Nature and magnitude of purchase, sale, loan, business association, etc:

In the 4th quarter of 2004 a mezzanine loan in the amount of \$35 million plus interest, was provided by Fortress Credit Opportunities I & II LP to South Beach Ocean Parcel II, Ltd. (a subsidiary of TCC) in relation to the Continuum II on South Beach development. This loan was re-paid back in full in the 2nd quarter of 2008.

Reference No. 2

Name: Daniel Neidich
Firm: Dune Capital Management LP
Title: Co-CEO
Address: 623 5th Avenue #30,
New York, NY 10022
Tel: (212) 301-8320

Nature and magnitude of purchase, sale, loan, business association, etc:

In the 2nd quarter of 2004 a mezzanine loan in the amount of \$40 million plus interest was provided by Dune Capital Management to 3700 Associates, LLC (a subsidiary of TCC) in relation to the Cosmopolitan Resort & Casino. This loan was re-paid in full in the 3rd quarter of 2006.

4. PROPOSER'S REFERENCE

THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022

Reference No. 3

Name: Steve Stuart

Firm: Garrison Investment Group

Title: Managing Director

Address: 1350 Avenue of the Americas
9th Floor

New York, NY 10019

Tel: (212) 372-9510

Nature and magnitude of purchase, sale, loan, business association, etc:

The Continuum Company, LLC maintains a relationship with Garrison Investment Group as a potential lender in future projects.

Reference #4

Name: Gary Saul

Firm: Greenberg Traurig LLP

Title: Partner

Address: 1221 Brickell Avenue, Miami, FL 33131

Tel: (305) 579-0846

Nature and magnitude of purchase, sale, loan, business association, etc.

Since 1999 Gary Saul and Greenberg Traurig has and continues to provide legal services to South Beach Ocean Parcel I & II, Ltd. (subsidiaries of TCC) in relation to the Continuum on South Beach project.

6. CORPORATION STATEMENT

If Proposer is incorporated, answer the following:

- 1. When incorporated? **MARCH 29, 1996**
- 2. Where incorporated? **NEW YORK**
- 3. Is the corporation authorized to do business in Florida?
Yes () No (**X**)

4. The corporation is held: Publicly () Privately (**X**)

5. If publicly held, how and where is the stock traded?

6. List the following:

	Authorized	Issued	Outstanding
(a) Number of voting shares:	THE CONTINUUM COMPANY LLC		
(b) Number of non-voting shares:	IS A SINGLE MEMBER LLC IN		
(c) Number of shareholders:	WHICH THE EQUITY INTERESTS		
(d) Value per share of Common Stock: (if publicly traded)	ARE OWNED 100% BY IAN BRUCE EICHNER.		

Par \$
Book \$
Market \$

7. Furnish the name, title, address and the number of voting and non-voting shares of stock held by each officer and director and each shareholder owning more than 5% of any class of stock. If more than 5% of any class of stock is held by one or more corporations, then each owner-corporation must also complete separate pages (type corporation name on said pages for identification purposes) and furnish the required financial statement.

If said owner-corporations are owned by other corporations, then these other corporations must also complete separate pages (type corporation name on said pages for identification purposes) and furnish the required financial statement. The City Manager requires information on all corporations that directly or indirectly have an ownership in the Proposer-corporation.

NOT APPLICABLE

CORPORATION STATEMENT (Continued)

7. If an individual or corporation will be guaranteeing performance of the Proposer corporation, state name here and complete separate pages and if corporation (type corporation name on said pages for identification purposes), furnish financial statement for the individual or corporate guarantor. *NOT APPLICABLE*

8. TEAM'S EXPERIENCE STATEMENT *PLEASE SEE ATTACHMENT*

- a) Describe, in detail, the duration and extent your team has worked together on projects, with special emphasis upon experience, if any, with large scale multi-use including but not limited to "For Sale" residential, rental apartments public-private and contaminated site development projects.
- b) State, in detail, the names and pertinent experience of the persons who will be directly involved in development and management of the operation.
- c) List the names and locations of currently owned commercial real estate and Proposer's percentage ownership, and any such facilities currently managed by Proposer.

The name and address should be given for each project identified, as well as person's familiar with the development who may respond to inquiries from the City Manager. Proposers should also identify their specific role and their individual team members' role in each project.

- d) In addition, also provide photographs or other illustrative material depicting projects that will demonstrate your ability to complete a quality project, also describing the built environment surrounding any such developments.

8. TEAM'S EXPERIENCE STATEMENT

**THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022**

- a) **Describe, in detail, the duration and extent your team has worked together on projects, with special emphasis upon experience, if any, with large scale multi-use including but not limited to "For Sale" residential, rental apartments public-private and contaminated site development projects.**

In addition to the aforementioned extensive development diversity, experience and capacity of the Continuum Company set forth in the response to 1. Proposer's Experience Statement, the inclusion of HDR Engineering, Inc as our environmental engineers and consultants also greatly enhances the environmental expertise of the team of Continuum @ NoMi.

HDR Engineering is an employee-owned architecture, engineering and consulting firm that provides a total spectrum of services and is particularly adept in managing environmentally sensitive natural resource issues and in advanced waste management solutions. Their risk-based approach to project implementation helps keep budgets in check and tight schedules on track.

The professional staff of HDR Engineering, Inc. is devoted to this team (see attached resumes), has an unparalleled experience dealing with this environmentally challenged site, understands and works well with all regulatory and governmental environmental agencies having jurisdiction over this site, needs no time getting up to speed with the intricate details of this site and has enjoyed an excellent working relationship with the CNM's Public Works Dep't.

The talent and diversity of our development team is further enhanced by the Universal Health Group of North Miami. This community health center, administered by Dr. Smith Joseph, a Board Certified Internist and North Miami community leader(see attached resume), will help us facilitate the development of the Assisted Living Residence and Medical Pavilion.

Dr Joseph's professional expertise and experience providing quality health care and assisted living facilities to the residents of the North Miami community is an indispensable asset to making this portion of the development a reality.

Our current team composition is completed by the addition of JHS Associates, Inc. JHS Associates, Inc., headed by Florida International University Professor Sylvan Jolibois (see attached resume), will provide our urban planning, transportation and traffic expertise in the implementation of Continuum @ NoMi as a Transit Oriented Development (TOD) and LEED –ND Green community.

8. TEAM'S EXPERIENCE STATEMENT

**THE CONTINUUM COMPANY, LLC
590 Madison Avenue
New York, NY 10022**

JHS & Associates, Inc, a long time business in North Miami, has had extensive experience at this site providing traffic analyses to the previous developer.

Finally, the first phase of Continuum @ NoMi will be developed in conjunction with a TBD retail developer/ retail REIT. This retail developer/ retail REIT will bring both the specialized retail development experience and the proven financial capacity to capitalize the first phase of this development in its entirety.

- b) State, in detail, the names and pertinent experience of the persons who will be directly involved in development and management of the operation.**

Please see the response above and the response to 1(b) Proposer's Experience Statement.

- c) List the names and locations of currently owned commercial real estate and Proposer's percentage ownership, and any such facilities currently managed by Proposer.**

The name and address should be given for each project identified as well as person's familiar with the development who may respond to inquiries from the City Manager. Proposers should also identify their specific role and their individual team members' role in each project.

Please see the response to 1(b) Proposer's Experience Statement.

- d) In addition, also provide photographs or other illustrative material depicting projects that will demonstrate your ability to complete a quality project, also describing the built environment surround any such developments.**

Please see the response to 1(c) Proposer's Experience Statement.



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Brenda Clark, PE

Senior Project Manager

Education

Bachelor of Science, Civil
Engineering - 1985, Florida
International University

Professional Registrations

Professional Engineer, Florida,
No. 42754, 1990

Professional Experience

Ms. Clark is a professional engineer with more than 20 years of experience in the solid waste industry. Ms. Clark has experience in the design and permitting of solid waste disposal facilities, including geotechnical and hydrogeological investigations, liner and leachate management systems, landfill closure, gas management systems, financial assurance, material specifications, and construction quality assurance plans. Ms. Clark has also been responsible for regulatory compliance monitoring for municipal solid waste disposal facilities for water quality, air quality, and annual reporting. She has also worked on the design and permitting of material recovery facilities, surface water management system design, and Title V permitting. Ms. Clark has also been responsible for the development of old closed landfill sites.

Relevant Experience

Deerfield Beach Public Works Facility, Keith & Schnars, Deerfield Beach, Florida
Project Manager and Project Engineer – designed and permitted a gas management system to be located under buildings, including a flare, and a surface water management system pond liner for the site in accordance with the State of Florida regulatory guidance documents for the development over old closed landfills. Ms. Clark was also the Certifying Engineer, responsible for the construction monitoring of the gas management system and pond liner.

Suddath Storage Facility, Stiles Corporation, Deerfield Beach, Florida
Project Manager and Project Engineer – designed and permitted a gas management system to be located under an existing building and a surface water management system pond liner for the site in accordance with the State of Florida regulatory guidance documents for the development over old closed landfills.

American Engineering & Development Corporation, Deerfield Beach, Florida
Project Manager and Project Engineer – designed and permitted a dynamic compaction program for the support of three office/warehouse buildings constructed over municipal solid waste/lake fill material. Ms. Clark the Certifying Engineer, responsible for the implementation of the dynamic compaction program.

Sun Coast Roofers Supply, Haydon Rubin Development Corporation, Deerfield Beach, Florida
Project Manager and Project Engineer – designed and permitted a dynamic compaction program for the support of an office/warehouse building constructed over municipal solid waste/. Ms. Clark also performed the site assessment in accordance with the State of Florida regulatory guidance documents for the development over old closed landfills, designed the surface water management system pond liner and gas management system, coordinated with Broward County to all for screening of materials to reduce construction costs. Ms. Clark was the certifying engineer for the implementation of the dynamic compaction program and the construction of the pond liner and gas management system.

Biscayne Landing, Biscayne Landing, LLC, Miami-Dade County, Florida

Project Manager and Project Engineer – designed a dynamic compaction program for the construction of a perimeter access roadway over municipal solid waste, for a 25-acre commercial development. Ms. Clark is also the project manager and project engineer for the implementation of the dynamic compaction program.

Surfside Landfill, Manheim Auto Auctions, Miami Gardens, Florida

Project Manager and Project Engineer – responsible for an environmental site assessment at an old closed landfill that was to be redeveloped as an auto auction. The site environmental site assessment addressed the vertical and horizontal limits of the waste, ground water and surface water quality, and the presence of landfill gas. Ms. Clark was responsible for interaction with the county regulatory agency to obtain approval of the proposed development. The site assessment was performed in accordance with the State of Florida regulatory guidance documents for the development over old closed landfills. Ms. Clark was responsible for the design of a surface water management system for the proposed development.

Medley Landfill, Waste Management Inc. of Florida, Medley, Florida

Staff Engineer and Construction Project Engineer – assisted in the design of a dynamic compaction program for a 45-acre lateral expansion to an existing municipal solid waste (MSW) landfill. In addition to permitting, Ms. Clark was responsible for construction monitoring and certification for landfill construction

Dade Recycling & Disposal, Peerless Waste Industries, Miami-Dade County, Florida

Project Manager and Project Engineer – responsible for the design of lined Class III landfill, assisting the owner with technical issues during the zoning process, permitting a ground water monitoring plan with the local regulatory agency, installing the ground water monitoring wells, preparing and obtaining regulatory approval for a contamination assessment plan, implementing and reporting the results of the contamination assessment plan, and working with the client and the regulatory agency to accept a monitoring only plan. Ms. Clark was also responsible for the design and permitting of the closure plan for approximately 400-acres of C&D landfill. This included extensive interaction with the regulatory agency to obtain approval of the plan, preparing the construction bidding documents, including the construction drawings, bid quantities, material specifications and CQA Plan.

Immokalee Landfill, Waste Management inc. of Florida, Immokalee, Florida

Project Manager and Project Engineer – designed and permitted a modification to a closure of a 10-acre MSW landfill. Ms. Clark was also responsible for the permitting of the renewal of the landfill operating permit. In addition, Ms. Clark was responsible for the design and permitting of a MSW and construction and demolition (C&D) debris transfer station at the Immokalee Landfill site, as well as the design and permitting (ERP) of a surface water management system for the closed landfill and transfer station. Ms. Clark was responsible for the as-built certification of the surface water management system, ground water compliance monitoring, annual financial assurance updates, and annual capacity reports.

LIST OF PUBLICATIONS

Tisinger, L.G., Clark, B., Giroud, J.P., and Christopher, B.R., 1993, "Analysis of an Exposed Polypropylene Geotextile", *Proceedings of Geosynthetics '93*, Vol. 2, Vancouver, Canada, March – April 1993, pp. 757 – 771.

Tisinger, L.G., Clark, B., Giroud, J.P., and Schauer, D.A., 1994, "The Performance of Nonwoven Geotextiles Exposed to Semi-Tropical Environment," *Proceedings of the Fifth International Conference on Geotextiles, Geomembranes, and Related Products*, Singapore, September 1994, Vol. 3, pp. 1223-1226.

Badu-Tweneboah, K., Khatami, A., Williams, N.D., Clark, B.S., Soderman, K.L., and Giroud, J.P., "Geosynthetic Lining System for an Ash Monofill, Pompano Beach, Florida, USA", Geosynthetics Case Studies Book for North America, Bathurst, R., Ed., NAGS, 1995, pp. 36-37.

Badu-Tweneboah, K., Williams, N.D., Khatami, A., Clark, B.S., Soderman, K.L., and Schauer, D.A., "Geosynthetics in a Landfill Expansion, Medley, Florida, USA", Geosynthetics Case Studies Book for North America, Bathurst, R., Ed., NAGS, 1995, pp. 26-27.

Soderman, K.L., Clark, B.S., Bachus, R.C., Khatami, A., Badu-Tweneboah, K., and Williams, N.D., "Geosynthetics in Final Cover System for Municipal Solid Waste Landfills, Lake County, Illinois, USA", Geosynthetics Case Studies Book for North America, Bathurst, R., Ed., NAGS, 1995, pp. 8-9.

Brenda S. Clark, Philip T. Medico, Frank J. Bermudez, Myles Clewner, Richard G. Wilkins, R. Marie Coleman, and Christopher Teaf, "Beneficial Use of C&D Recovered Screen Material in Residential Applications: A Case Study", *Contaminated Soils Sediments and Water*, Volume 11, Chapter 24, pp. 366-360, 2006.

Clark, B.S., Lee D., Trulock, A.S., McDuffie, S, Glenn M., "Miami-Dade County, Florida – Planning for a Sustainable Future in solid Waste Management," *Conference Proceedings for Wastecon 2010*, Boston, Massachusetts, August 2010.



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Darryl B. Lee, P.E., LEED AP
Project Manager

Professional Experience

Mr. Lee has over 14 years combined experience in the environmental consulting and real estate development industries, emphasizing on sustainable initiatives and environmental considerations. Mr. Lee has project management experience in land development, environmental remediation, and real estate acquisitions, for both public and privately held projects. In these roles, Mr. Lee has been responsible for contract management, sub-consultant/contractor oversight, regulatory compliance and permitting, entitlements, public grant management, and design-build-operation management.

Project Experience

Southern Waste Systems, Ltd./Sun Recycling, LLC, South Florida: Task Manager: Mr. Lee served as a task manager and owner representative for one of the largest construction and demolition debris recycling companies in South Florida. In this role, Mr. Lee was responsible for site development and permitting activities of 6 new or existing solid waste or recycling facilities. Due to the nature of this business, numerous permits and special conditions were required through state and local regulators. Therefore, Mr. Lee was responsible for the coordination of attorneys, architects and subconsultants in obtaining site plan approvals, building permits, solid waste permits, and surface water permits required to build and operate solid waste and construction and demolition debris processing facilities.

Miami-Dade County Department of Solid Waste, Solid Waste Master Plan: Task Manager. Mr. Lee served as a task manager for the prime consultant on the solid waste planning for the largest government operated waste management collection and disposal operator in the Southeastern United States. In this role, Mr. Lee was responsible for subconsultant management and product delivery through direct client interaction. The goal of the master plan process was to identify new activities, programs, facilities and technologies to provide sustainable solid waste services that will ensure public health and environmental protection for Miami-Dade County residents for the next 50 years. The planning process included an assessment of the existing system and a projection of long-term needs along with solutions, financial analysis and implementation strategies. It also included public participation, through committees, workshops and interviews, to provide feedback and determine goals and priorities.

Biscayne Landing, North Miami, FL: Project Manager. Mr. Lee served as an owner's representative and project manager for land development and environmental remediation activities at the Biscayne Landing project, a public-private partnership for the development of a mixed-use, master planned development on a 193 acre former landfill that was included in the LEED ND pilot program in 2007. Mr. Lee managed tasks related to landfill closure, groundwater remediation, stormwater management, utilities infrastructure, lakefilling, and site work. Since the site was adjacent to a

Education

Master of Business Administration, Real Estate, Florida Atlantic University, 2003

Bachelor of Science, Civil/Environmental Engineering, Lafayette College, 1997

Professional Registrations

Professional Engineer, Florida,

No. 71622, 2010

LEED Accredited Professional, Building Design and Construction

Florida Certified Landfill Operator

wetlands and mangrove preserve, Mr. Lee was also responsible for the routine monitoring and maintenance of the wetlands buffer area, as required in a consent agreement and the development agreement. The environmental activities on the project were funded by a County grant that was established to close and remediate former landfills. As such, Mr. Lee also was responsible for managing the submittal process, on behalf of the developers and the City of North Miami, for reimbursement of costs related to remediation activities. This included coordination with the City of North Miami Finance Department as well as the Miami-Dade County Bond Engineer. While in this position, Mr. Lee also participated as a member of a political and economic consortium from the City of North Miami and Miami-Dade County organized to provide essential needs to the City of Port-de-Paix, Haiti, including clean water, solid waste management services, and proper medical care. Mr. Lee offered guidance on environmental conditions and economic development.

Pioneer Gardens, North Miami, FL: Project Manager. Mr. Lee served as a project manager on the development team under the direction of the North Miami CRA to redevelop a former wastewater treatment plant into 137 residential units with affordable housing for essential services personnel. Mr. Lee was responsible for the management and oversight of the environmental assessment and remediation of the property. Due to the former use of the property, the design and construction of the site had to include the latent environmental conditions. Mr. Lee worked with the design team to create a site plan that would be suitable for development. Mr. Lee also served as the liaison between the development team, the North Miami CRA, and the County regulators related to the remediation and development of the site.

Real Estate Investment Projects, throughout Florida: Investment and Development Manager. Mr. Lee served as an investment and development manager for an entrepreneurial real estate development and investment firm focused on value-driven opportunities throughout the state of Florida. Projects included a 12-unit townhouse project in Broward County, an 11-unit townhouse project in Broward County, a 33-acre agriculture property converted to a residential subdivision in Orange County, and a motel conversion to a mixed use commercial property in Alachua County. Mr. Lee was involved in various phases of the investment and development process for each project including pro-forma and investment analyses, due diligence investigations, contract negotiations, and land use and entitlements.

Former Unilever/Penick Sites, North NJ: Assistant Project Manager. Mr. Lee served on the project team for the assessment, remediation, and/or redevelopment of former Unilever/Penick chemical plant sites. Tasks included soil/groundwater assessment and remediation, construction oversight, environmental compliance, and technical reporting. Mr. Lee was involved in the design, construction, and/or operation of remedial systems such as in-situ chemical oxidation, biosparging, and enhanced natural attenuation. On one particular site in Lyndhurst, NJ, which was being redeveloped into a commercial shopping plaza, Mr. Lee served as the owner's representative during the design, construction, and operation of a bioventing system to remove volatile organic compounds from the groundwater. Mr. Lee coordinated with the environmental contractors and site design and construction team in order to ensure that the site development activities coincided with the remediation system components, without affecting the overall site plan.

World Financial Center, New York, NY: Assistant Project Manager. Following the events of 9/11, Mr. Lee served as part of a team to assess air quality in the World Financial Center building that sat adjacent to the World Trade Center. Mr. Lee was responsible for managing a team that worked around the clock for the continuous air

monitoring and sample collection to determine whether the building was suitable for occupancy after its façade had been breached during the collapse of the World Trade Center Towers. Samples were collected and analyzed for numerous contaminants of concern including metals, asbestos, volatile organic compounds, and toxins.

Picillo Farm Superfund Site, Coventry, RI: Project Engineer. Mr. Lee served as a project engineer for the design, construction, and operation of the soil-vapor extraction and groundwater remediation system to remove volatile organic compounds and metals from the subsurface at the Picillo Farm Superfund Site. Mr. Lee's primary responsibilities included on-site construction oversight of the remediation system according to the plans and specifications, and the management and implementation of the operational phase following construction. Under the direction of the US Environmental Protection Agency (USEPA) and the Rhode Island Department of Environmental Management (RIDEM), the remediation system included air stripping, ultraviolet oxidation, carbon filtration and catalytic oxidation to remove the volatile organics from the soil vapor and groundwater. The system also included coagulation, clarification and sand filtration to remove metals from the groundwater.

Massachusetts Port Authority/Logan International Airport, Boston, MA: Project Engineer: Mr. Lee served as the on-site consultant for the Massachusetts Port Authority for the groundwater remediation of a portion of Logan International Airport. Mr. Lee was responsible for oversight of the construction and operation of a dual phase extraction system that included oil-water separation and air stripping to remove volatile organics from the groundwater.

Sylvan C. Jolibois, Jr., Ph.D.

President and CEO, JHS & Associates, Inc.



Professional Credentials

Ph.D.(1993) and M.S. (1987) in Civil Engineering, M.A.(1993) in Energy and Natural Resources Studies, University of California at Berkeley; B.S. (1985) in Civil Engineering, Howard University

EIT, Professional Engineer
Exam scheduled for October 2011

Highlights

20 Years of Transportation Education, Research, Planning, and Community/Economic Development

Significant knowledge of Environmental Justice issues in Transportation

Extensive Public/Community Participation in Planning Process and Community Involvement experienced in Environmental, Transit and Highway Studies

Experience Highlights

Dr. Jolibois, a graduate of the UC-Berkeley Civil Engineering program (*ranked by US News & World Report as the top program in the nation*), has over 20 years of diverse transportation education, planning and research experience. He is Associate Professor of Civil and Environmental Engineering at Florida International University, where his teaching assignment include courses such as Highway Design, Transportation and Land Development, Transportation and Growth Management and Environmental Planning. He has managed and directed large-scale transportation projects including major arterial corridors, pedestrian, driver and passenger education/safety, environmental justice in transportation, housing and transit greenways studies. In addition Dr. Jolibois has substantial experience in the areas of community involvement, interdisciplinary projects coordination and transportation/economic development. He is responsible for primary client contact, scope development, contract negotiations and strategic planning for JHS & Associates in South Florida. Selected project experience includes:

- **2007-2009-** Directed the City of North Miami CRA S.T.U.D.Y. academic-work experience internship program with a focus on urban economic development and city and regional planning. *Client: City of North Miami, Florida, Project Manager: Tony, E. Crapp, Sr., City of North Miami Community Redevelopment Agency.*
- **2006-** Directed a City of North Miami Pavement Evaluation Study project to assess the quality of the 111 miles long road network. *Client: City of North Miami, Florida, Project Manager: Mark Collins, City of North Miami Public Works.*
- **2005-** Directed a Biscayne Landing project to assess the traffic/design characteristics of the SW 151 Street corridor in light of substantial development. *Client: Boca/Swerdlow Developers, Project Manager: William Wallace IV, Swerdlow/Boca Developers.*
- **2003-** Directed a study on the feasibility of creating a SW 107th Street Transit Greenways for the City of Sweetwater. This study identified four (4) alternatives for facilitating the social and economic integration of the Downtown Sweetwater business district with the FIU population. *Client: Miami Dade Metropolitan Planning Organization (MPO)/City of Sweetwater, Project Managers: David Henderson (MPO), Jorge Forte (Sweetwater).*
- **2002-** Directed a FHWA project on Environmental Justice: Working with Community Based Organizations in Transportation Planning, which analyzed the level of participation of community organizations in the transportation planning process. *Client: FHWA, Washington, DC. Project Manager: David Kuehn.*
- **2001-** Directed and coordinated the Implementation of a GIS Framework to Address the Transportation Needs of WAGES Clients. The study responsibilities included analysis of spatial distribution/mismatch between clients' residences and place of potential employment. *Client: Miami Dade County MPO, Project Manager: Clinton Forbes.*
- **1997-** Directed a Pedestrian Safety Corridor Study for Collins Avenue in Miami Beach. The study entailed traffic (vehicles and pedestrian) data collection, speed analysis (videotape), and intersection conflict analysis. Final recommendations included sidewalk redesign, speed adjustments and insertion of traffic calming devices. *Client: FDOT Tallahassee, Project Manager: Richard Long.*

CURRICULUM VITAE

Dr. Smith Joseph, D.O., Pharm.D.
13377 West Dixie Hwy
North Miami, Fl. 33161
Phones: (305) 893-8306; (305) 502-7176
E-mail: universaldocjo@aol.com

CAREER OBJECTIVE: To provide quality healthcare to mankind with a special emphasis on universal access to care.

NATIONALITY: Haitian-American

LANGUAGES: French, Creole, English, Spanish (Fair)

LICENSURE: Florida Board of Osteopathic Medicine -12/00,
Georgia Board of Medical Examiners – 12/99.

BOARD CERTIFICATION: American Board of Internal Medicine – Certified
Diplomate in Internal Medicine

EDUCATION: Doctor of Osteopathic Medicine, Nova Southeastern
College of Osteopathic Medicine, Ft. Lauderdale,
Florida, 1994 – 1998

Doctor of Pharmacy, Florida A&M University,
Tallahassee, Florida, 1987 – 1991

Associate in Arts, Miami Dade Community
College, Miami, Florida, 1984 – 1987

CORE MEDICAL CLINICAL Mount Sinai Medical Center, Miami Beach, Florida.

ROTATION / ELECTIVES: Jackson Memorial Hospital, Miami, Florida.
Miami Children Hospital.

INTERNSHIP/RESIDENCY: Morehouse School of Medicine at Grady Memorial
Hospital (Internal Medicine), Atlanta, Georgia,
1998-2001. Emory U. (Elective-Adolescent Med.).

CURRICULUM VITAE - Smith Joseph, DO, PHARM.D.

Post-Grad. Activities

July 1st through August 20th, 2001 – Board Exam Preparation
August 21-22, 2001 – Board Examination
December 2001 until Present – CEO/Owner,
Universal Medical Centre, PA, Miami, Fl.

EMPLOYMENT HISTORY:

Clinical Pharmacist, Miami Heart Institute –
Duties: Antibiotic Surveillance, DUE's,
Pharmacokinetics Monitoring, P&T Committee,
Staff Development – 1992-1994 Staff Pharmacist,
Walgreen's Pharmacy, 1990-1992. Clinical Lab.
Specialist, University of Miami-Mailman Center for
Child Development - Duties: Iontophoresis tests
(Cystic Fibrosis), Amino Acids screening tests by
Thin Layer Chromatography (1983-1987).

HOBBIES:

Tennis, Soccer, Jazz and Blues, Theater plays

AWARDS/ASSOCIATIONS:

2009 Inductee - Miami Dade College Hall of Fame, Past President-Association of Haitian Physicians Abroad (AMHE)-South Fl. Chapter. American Board of Internal Medicine. American Board of Disability Analysts. FMQAI-Qualified Culturally Competent Care Provider Award. President, Morehouse School of Medicine-Resident's Association; American College of Physicians; American Osteopathic Association; American Medical Association; Board member-Haitian-American Historical Society; Co-founder, First Chair-Society of Haitian-American Professionals, Miami, Florida; Who's Who in Medicine and HealthCare; Who's Who Among Students in American Colleges.

COMMUNITY WORK:

Medical missions to care for Plantation workers in Dominican Republic; Medical Missions in Haiti. Cancer Screening for Haitian American Association Against Cancer, In-kind services, including health education presentations to small groups since July 2004. Health fairs, **Television Show-Island TV-on Health Education**, Health Talks at different churches. **"Doctor's Advise" 1-hr.-radio weekly show on AM-1020.** Actively involved in community-related issues.



DECLARATION

The aforementioned, as Proposer (herein used in the masculine singular, irrespective of actual gender and number) declares, under oath that no other person has any interest in this Proposal or in any resulting agreement to which this Proposal pertains, that this Proposal is not made with connection or arrangement with any other persons and without collusion or fraud.

The Proposer further declares that he has complied in every respect with all the instructions to Proposers, that he has read all addenda, if any, issued prior to the opening of Proposals, and that he has satisfied himself fully relative to all matters and conditions with respect to the general conditions of the agreement and all relevant information to which this proposal pertains.

THE CONTINUUM COMPANY LLC

IAN BRUCE EICHNER

Company Name

Authorized Signature

Print Name

DISCLOSURE OF CONFLICT OF INTEREST

Each Proposer shall disclose below, to the best of his or her knowledge, any City of North Miami officer or employee, or any relative of any such officer or employee as defined in Section 112.3135, Florida Statutes, who is an officer, partner, director or proprietor of, or has a material interest in the Proposer's business or its parent company, any subsidiary, or affiliated company, whether such City official or employee is in a position to influence this procurement or not.

Failure of a Proposer to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City of North Miami Purchasing Ordinance.

In the event the Proposer does not indicate any name, the City shall interpret this to mean that no such relationship exists.

Name

Relationship



HOLD HARMLESS AND INDEMNITY CLAUSE

The Respondent shall indemnify, defend and hold harmless the City of North Miami, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

THE CONTINUUM COMPANY LLC

A handwritten signature in blue ink, appearing to read "IAN BRUCE EICHNER", is written over a horizontal line that spans across the signature and print name fields.

IAN BRUCE EICHNER

Company Name

Authorized Signature

Print Name

The Respondent further certifies that it will meet all insurance requirements of the City of North Miami and agrees to produce valid, timely certificates of coverage.



FORM A-1

SWORN STATEMENT UNDER SECTION 287.133(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to CITY OF NORTH MIAMI [print name of public entity] by IAN BRUCE EICHNER, CHIEF EXECUTIVE OFFICER [print individual's name and title] for THE CONTINUUM COMPANY LLC [print name of entity submitting sworn statement] whose business address is 590 MADISON AVENUE, NEW YORK, NY 10022 and (if applicable) its Federal Employer Identification Number (FEIN) is 13-3888403 (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: .)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133 (1)(a), Florida Statutes, means:

- 1. A predecessor or successor of a person convicted of a public entity crime; or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes means any natural person or entity organized under the laws of any state or of the United

States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **[Indicate which statement applies]**

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. **[Attach a copy of the final order]**

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Signature]

Sworn to and subscribed before me this 5 day of July, 2011.

Personally known Fay Bruce Eichner OR Produced identification

[Signature] Notary Public - State of New York

My commission expires _____
(Type of Identification)

(Printed typed or stamped Commission name of Notary Public)

SHARON H. McCULLOCH
Notary Public, State of New York
No 01MC6224121
Qualified in New York County
Commission Expires: June 28, 2014



FORM A-2

NON-COLLUSIVE PROPOSAL CERTIFICATE
STATE OF FLORIDA
COUNTY OF MIAMI-DADE

Before me, the undersigned authority, on this day personally appeared IAN BRUCE EICHNER (Authorized Officer), who being by me duly sworn, deposes and says:

1. That he/she is the CHIEF EXECUTIVE OFFICER of the corporation/partnership known and styles as THE CONTINUUM COMPANY LLC, ¹⁹⁹⁶ duly formed under the laws of the State of NEW YORK, on MARCH 29, 2011, is duly authorized to represent such corporation/partnership in the making of this Affidavit and certification.
2. That THE CONTINUUM COMPANY LLC (corporation/partnership) has not, within 6 months next preceding the date of this affidavit, entered into any combination, contract, obligation, or agreement to create nor that may tend to create or to carry out any restriction on secret, competitive bidding on the procurement of the subject of this RFP, to fix, maintain, increase, or reduce the price set out in the Proposal (bid) on the Project; to fix or maintain any standard or figure whereby the price bid in the Proposal is or has been in any manner affected, controlled, or established; or in any other manner to prevent or lessen competition in the bidding for the Project.
3. That THE CONTINUUM COMPANY LLC (corporation/partnership) has not, during such time, entered into, executed, or carried out any contract, obligation, or agreement with any person, corporation, or association of persons not to bid on this Project below a common standard or figure, to keep the price thereof at fixed or graded figures, to preclude a fair and unrestricted competition in the bidding of this Project, to regulate, fix or limit the bidding on the Project, or to abstain from engaging in the bidding on the Project, or any portion thereof.
4. That THE CONTINUUM COMPANY LLC (corporation/partnership) has not within 6 months next preceding the date of this Affidavit, either directly or through the instrumentality of trustees or otherwise, acquired assets shares, bonds, franchise, or other rights in or physical properties of any other corporation or partnership for the purpose of preventing or lessening, or in a manner that tends to affect or lessen, competition in the bidding on this Project.
5. That THE CONTINUUM COMPANY LLC (corporation/partnership) has not within such time entered into any agreement or understanding to refuse to buy from or sell to any other person, corporation, firm, or association of person who bids on the Project.

6. That no officer of THE CONTINUUM COMPANY LLC has, within Affiant's knowledge, during such 6 months made on behalf of its or for its benefit any such contract or agreement as is specified in this Affidavit.

7. That these representations and warranties will be true at the time of the bid opening.

By: IAN BRUCE EICHNER

Its: CHIEF EXECUTIVE OFFICER
Authority Warranted

SWORN TO and subscribed before me this 5 day of July, 2011.

[Signature]
Notary Public

My Commission Expires:

SHARON H. McCULLOCH
Notary Public, State of New York
No 01MC6224121
Qualified in New York County
Commission Expires: June 28, 2014



RFP CHECKLIST

Please check each line item after the completion of the appropriate item.

- 8 checklist items with blue checkmarks and descriptions regarding RFP submission requirements.

NAME OF COMPANY: THE CONTINUUM COMPANY

PROPOSER'S NAME: THE CONTINUUM COMPANY

PROPOSER'S AUTHORIZED SIGNATURE: [Signature]

DATE: 7/5/11

IAN BRUCE BICHARD, CEO