

Student Housing Development



Creating spaces where students **want** to be

S E R V I T A S

Florida Polytechnic University
Request for Statement of Qualifications for
Development of Residential Housing
RFSOQ 2013-001

October 7, 2013

TRANSMITTAL LETTER
& SUMMARY SHEET

October 7, 2013

Mr. John T. Gray
Director of Special Projects
Florida Polytechnic University
439 S. Florida Avenue, Suite 300
Lakeland, FL 33801

RE: RFSOQ 2013-001 Development of Residential Housing

Dear Mr. Gray and Selection Committee Members,

Servitas, the national expert in developing and financing high quality, time-sensitive, budget-minded on-campus student housing projects, offers the following qualifications, experience and project concept for your consideration.

In brief, we are proposing a campus housing master plan that provides modern, secure and affordable suite-style accommodations to complement the campus architecture. Upon completion of phase I in August 2014, between 150 and 200 students will begin to enjoy their new living-learning environment. As enrollment demand requires, additional phases can easily move from the planning stage into construction. We believe that this phased approach offers the most affordable, sustainable and expedient strategy to meet the University's housing objectives. Further details of this plan are contained in the following pages.

We are highly confident in our ability to deliver this plan. For the past twelve years, Servitas has provided higher education clients throughout the nation with a broad range of student housing services, such as feasibility analysis, programming, financial analysis, cost estimating, facility condition assessment, construction management, project supervision and building operations management. Our services are highly specialized and focused on the analysis, development and implementation of campus related student housing plans and other revenue producing facilities. Our efforts have resulted in a consistent track record of on-time, on-budget, high quality and financially sustainable student accommodations and associated structures. We have demonstrated a proficiency to develop superior campus buildings, as evidenced by our work with more than 60 Universities in 13 states, resulting in the successful delivery of over 40,000 beds and student housing financing structures totaling more than \$1 Billion.

To best accommodate the delivery requirements of this project, we have assembled a highly experienced team of student housing development, design and construction professionals with a proven track record of expediting critical path delivery methods and producing superior student housing. Our team, which includes local firms and professionals who have worked on student housing in Florida, is uniquely qualified to produce the results envisioned by your schedule and program requirements.

As with all of our projects, we are committed to efforts that contribute positively to the local economy. We work with local vendors, suppliers, consultants and subcontractors and procure local materials and equipment that produce high quality, durable and resource-efficient buildings. Specifically, we propose to work collaboratively with the University, our design partner, PGAL, and construction expert, Facchina Construction of Florida, to carefully design and build new on campus housing that fully meets the demands, needs and preferences of the Florida Polytechnic University community.

From a project financing perspective, Servitas can structure a range of financing alternatives that are fully customized to Florida Polytechnic University's requirements and preferences. Our expertise structuring Public-private partnerships ensures that the proper ground lease documents and appropriate project funding will be in place when construction activities are scheduled to commence. Our underwriter, Raymond James, has worked with Servitas executives for over 30 years to provide effective, innovative and efficient financing solutions for our student housing projects. The staff of Raymond James has structured over \$2.2 Billion in student housing transactions across the country. Also, through our relationships with conventional funding sources, Servitas can also secure debt and equity financing for any size student housing project.

With prior experience working together on other student housing projects, the Servitas team has developed dynamic communication, collaboration and project management protocols necessary to expedite large scale, time-sensitive and complex student housing projects. We employ an integrated project delivery methodology that continually engages the owner, developer, designer, builder, financing source and end users in a highly disciplined and interactive co-creation. This generative approach blends design with constructability, functionality with affordability to ensure budget and schedule compliance.

In addition to our time-saving work processes, the Servitas team is also prepared to provide development, financial analysis, programming, design and pre-construction activities through a memorandum of understanding while ground lease and development agreements are being finalized and executed. This will ensure that no time is lost during the critical early stages of project implementation.

The Servitas team is competent, capable and extremely interested in serving as your development partner and to assist Florida Polytechnic University in meeting the important goals for this visionary project.

Respectfully,

Rafael Figueroa
President

Joseph Rende
VP of Development & Pre-Construction

Exhibit A – Proposer Summary Sheet

Proposer Name:¹ Servitas, LLC

Proposer Address: 5525 N. MacArthur Blvd. Suite 760 Irving, TX 75038

Proposer FEIN: 24-1799784

Proposer DUNS Number: N/A

Proposer Contact (for purposes of this RFSOQ): Joseph Rende, VP of Development & Pre-Construction
Email: jrende@servitasgroup.com
Phone: 972-759-1655

Proposer Team Members (if applicable) (financing, design, construction, operation):

Program/Development Manager: Servitas
Construction Manager: Collegiate Builders
Architect: PGAL
General Contractor: Facchina Construction of Florida

¹For purposes of completing this form, “Proposer” means the entity that will be the lessee of the ground lease contemplated for the Project, that is, the entity legally responsible to the University for development of the Project. If this will be a limited liability company or other form of special purpose entity or vehicle, please use the name of the managing entity or otherwise controlling interest.

PROPOSER
FINANCIAL
INFORMATION

Servitas possesses the capacity, capability and resources necessary to fund any size student housing project anywhere in the nation. Our construction division is the largest specialty student housing builder in the nation and possesses \$3 billion in bonding capacity. Servitas' team members bring more than thirty years of experience working with underwriters, banks and other capital providers to structure public-private partnerships and the financing required for the development of on-campus student housing projects.

As a full service national student housing consultant and development firm, Servitas has delivered campus projects under a number of different financial transaction types and structures. We are experienced at planning, designing, constructing and managing projects under the requirements of these structures. We are adept at identifying the most advantageous financing available to the institution through the capital markets, given the project parameters and University's ability to support it. We conduct our work with understanding and respect for the students' and the University's preferences. This is foremost to achieving a successful project at all levels of the process.

Servitas has structured more than \$1 Billion in student housing financings. We believe in the mission of higher education and the vision for this project. We fully intend to deliver student housing for Florida Polytechnic University in a way that benefits the University in terms of recruitment, retention and residence life programming. To do so, we will structure a financial solution that minimizes student rents, maximizes returns to the University's financial bottom line, and places the University in the driver's seat for design direction and approvals.

Servitas has been the developer, working in close partnership with underwriters, on successfully structured and closed deals that have merited investment grade ratings and/or qualified to obtain bond insurance. As a full service national student housing development firm, Servitas has delivered projects under a number of different transaction types and structures.

Our first project at Midwestern State University received an investment grade rating of Baa3 from Moody's. Our bond financings for projects at Arizona State University-West, Philander Smith College, Nicholls State University and Southern Arkansas University are insured by American Capital Access and are rated "A." Structured by utilizing University sponsored financing, our project at The University of Oklahoma was part of a bond issue that was insured by Ambac. Further, the tax-exempt bond financing of Stetson University's project was insured by CIFG and rated "AAA." These structures were developed to meet the University's overall goals and received the input and approval of the University's financial administration and student affairs administration prior to their finalization.

With over \$9 billion in assets under management, our private equity fund partner is larger than all student housing REITS combined.

Most recently, the Servitas Team has helped structure, source, and bring to closing the following student housing projects on-campus for our higher education clients (see next page).



Bond Financing – Public Institutions

- Arizona State University (West Campus)–Phoenix, Arizona. \$15,000,000. (Tax-Exempt, 2002, Foundation Ownership)
- Edison State College–Fort Myers, Florida. \$26,300,000. (Tax-Exempt, 2010, College Ownership)
- Eastern New Mexico University–Portales, New Mexico. \$13,855,000. (Tax-Exempt, 2006, Foundation Ownership)
- Eastern New Mexico University–Roswell, New Mexico. \$11,990,000. (Tax-Exempt, 2006, Foundation Ownership)
- Harris Stowe State University–St. Louis, Missouri. \$16,000,000. (Tax-Exempt, 2005, HBCU Capital Financing/University Ownership)
- Midwestern State University - Phase I –Wichita Falls, Texas. \$14,540,000. (Tax-Exempt, 2002, University Ownership)
- Midwestern State University–Phase II–Wichita Falls, Texas. \$20,640,000. (Tax-Exempt, 2008, University Ownership)
- Nicholls State University - Phase I –Thibodaux, Louisiana. \$16,250,000. (Tax-Exempt, 2004, Foundation Ownership)
- Nicholls State University–Phase II–Thibodaux, Louisiana. \$35,450,000. (Tax-Exempt, 2007, University Foundation Ownership)
- Northeast Texas Community College–Mt. Pleasant, Texas. \$7,600,000. (Tax-Exempt, 2010, College Ownership)
- Northern Illinois University–DeKalb, Illinois. \$19,380,000. (Tax-Exempt, 2006, Foundation Ownership)
- Southern Arkansas University–Magnolia, Arkansas. \$12,395,000. (Tax-Exempt, 2003, Foundation Ownership)
- The University of Oklahoma–Norman, Oklahoma. \$49,200,000. (Tax-Exempt, 2004, University Foundation Ownership)
- Texas A&M University Phase I - College Station, Texas. \$28,000,000. (Tax-Exempt, 2009, University Ownership)

- Texas A&M University Phase II - College Station, TX. \$21,400,000. (Tax-Exempt, 2010, University Ownership)
- Texas A&M University - Galveston - Galveston, TX. \$22,800,000. (Tax-Exempt, 2011, University Ownership)
- Western State College - Gunnison, Colorado. \$50,000,000. (Tax-Exempt, 2011, College Ownership)
- Western Texas College–Snyder, Texas. \$2,450,000. (Tax-Exempt, 2006, College Ownership)

Financing – Private Institutions

- Elon University–Elon, North Carolina. \$27,115,000. (Taxable, 2005, Foundation Ownership)
- Philander Smith College–Little Rock, Arkansas. \$7,865,000. (Tax-Exempt, 2003, Foundation Ownership)
- Schreiner University – Kerrville, Texas, \$4,680,000. (Tax-Exempt, 2007, Foundation Ownership)
- Stetson University–DeLand, Florida. \$17,015,000. (Tax-Exempt, 2005, Foundation Ownership)

Conventionally Developed Properties

- Texas A&M University - The Stack. College Station, Texas. \$43,000,000. (2012)
- Texas A&M University - Kingsville - Kingsville, Texas. \$14,134,630. (2004)
- West Texas A&M University - Canyon, Texas. \$10,490,700. (2004)
- Warrensburg University of Central Missouri - Warrensburg, Missouri. \$13,589,000. (2007)
- Southwestern Oklahoma State University - Weatherford, Oklahoma. \$11,050,000. (2005)
- Louisiana Tech University - Ruston, Louisiana. \$15,864,000. (2006)
- Missouri University of Science and Technology - Rolla, Missouri. \$12,870,000. (2006)

Financial Strength

We are financially sound, meeting all working capital requirements with cash flows from operations. We believe this is not only a reflection of the professionalism of our people, but is also a testimony to the quality of our work. Please feel free to contact any of our banking references for confirmation of our financial stability.

Audited Financial Statement

We serve as the student housing center of excellence within the JE Dunn Construction organization. As such, student housing related activities are consolidated within the JE Dunn financial statements. Being a private company, this financial information is considered CONFIDENTIAL and should not be included in documents that can be subject to the public procurement process.

Bonding Capacity

Our construction division has a total bonding capacity in excess of \$3 billion with the capability of bonding a single project up to and including \$250 million. Facchina Construction of Florida has a total bonding capacity of \$600 million with the capability of bonding a single project up to and including \$200 million.

Insurance Coverage

The Chubb, Travelers and Hartford companies stand ready to support single projects in excess of \$50 million with an overall program in excess of \$250 million.

I, Rafael Figueroa, as President of Servitas, certify that this Statement of Financial Capability, including all attachments, is true and correct to the best of my (our) knowledge and belief. The Florida Polytechnic University is authorized to verify any information contained herein.



CORPORATE QUALIFICATIONS



Servitas: Development/Program Manager

Servitas has emerged from a long and successful history in the student housing and multi-family development industry to become a leading provider of knowledge-based, student-centric consulting, real estate development and program management services. We study, develop, implement and manage the master plan for student-centric developments and other auxiliary campus services.

Over the past 12 years, Servitas has delivered over 40,000 beds. Facilitating the financing and building over \$800 Million in student centric residence halls and apartments.

We serve as a trusted advisor, program manager, real estate developer, construction project manager and residential property manager for Colleges and Universities seeking feasible, affordable and high quality student housing and other auxiliary facilities. We work nation-wide on student housing projects ranging in size from 100 to 5,000+ beds. Servitas has structured more than \$1 billion in student housing project financing. Our firm provides expertise in the planning, development, design coordination, financing, delivery and management of student-centric living-learning communities, as represented by our professional services:

- Market research, student surveys and demand studies that better determine the size, scope, rental rates and configuration of the project.
- Programming and design assistance.
- Financial, program and site analysis to better determine project economic feasibility.
- Identification, selection and management of the entire team of student housing experts.
- Budget development, schedule development, construction estimating and cost control to ensure on-time/on-budget delivery.
- Financial structuring that provides the institution with appropriate financing options to best meet their project objectives.
- Specialized construction management, general contracting and facility condition assessment totally focused on the student housing market.
- Property management, leasing, marketing and residence life programming.

As a full service national student housing development firm, Servitas has delivered projects under a number of different transaction types and structures. We work with our client to identifying the most advantageous financing available to the institution given the current conditions of the capital markets, the project parameters and the University's ability to support it. We conduct our work with understanding and respect for the students' and the University's preferences. This is principal part of achieving a successful project.

Servitas' team members bring more than twenty-five years of experience working with underwriters, banks and other capital providers to structure financing for the development of student housing projects for public and private Colleges and Universities. Servitas has been the developer, working in close partnership with underwriters, on successfully structured and closed deals that have merited investment grade ratings and/or qualified to obtain bond insurance.

Servitas provides comprehensive knowledge, broad experience and operational expertise in all phases of the student housing project life cycle:

- Market Demand Analysis and Student Preference Surveying
 - Project Planning and Housing Master Planning
 - Real Estate Development
 - Site Selection and Analysis
 - Facility Condition Assessment
 - Entitlement Process
 - Feasibility Analysis
 - Student Housing Design
 - Building Information Modeling
 - Financial Analysis and Financial Structuring
 - State Financing
 - Conventional Financing
 - Bank Qualified Financing
 - Tax Exempt Financing
 - Pre-Construction
 - Budget Development and Cost Estimating
 - Bid Process Management
 - Sub-contractor Identification and Pre-Qualification
- HUB and M/WBE Program Management and Administration
 - Bid Scoping
 - Sub-contractor Selection and Contract Administration
 - Construction and Project Management
 - Schedule Development and Management
 - Cost Management and Control
 - Buyout
 - Labor and Jobsite Supervision
 - Quality Assurance and Control
 - Sustainability Review and Management
 - Permitting and Inspections Management
 - Project Close-out, Commissioning and Warranty
 - Building Operations
 - Property Management
 - Residential Life Programming

PGAL: Architect

PGAL is an international practice with 170 professionals offering services in architecture, planning, interior design, engineering and program management, from offices in Boca Raton, Florida and nationally. Established 67 years ago, the firm is led by 16 principals active in their communities, civic associations, alma maters, and professional organizations that benefit their regions and the environment. Sustainable design is the cornerstone of the firm's practice mix with 60 LEED accredited professionals nationwide and expanding every day.

In Florida for well over 30 years, the firm offers a specialty niche from our Boca Raton office in a range of building types from higher education to K-12 classroom and academic buildings as well as campus housing.

The firm's approach is to capitalize on the unique qualities of each place to create buildings that respect the existing environment and strengthen the fabric of which they become a part. We believe in producing buildings that use minimal energy and material resources and contribute to their context and provide healthy, inspiring spaces for their occupants. PGAL has received over 200 national, regional and local design awards with projects published extensively.

Dedicated to providing optimum services, each person, project and client makes the firm who they are today and continues to lay the foundation for what PGAL will become tomorrow.



Collegiate Builders: Construction Manager

Collegiate Builders serves the higher education market through Servitas as a highly specialized builder and construction manager, exclusively focused on accommodating the living-learning needs of students. The diverse expertise of our people, collaborative work processes and our programming assistance consistently produce the best housing value for campus communities, administrators, students and parents.

We apply our diverse knowledge base throughout the design and pre-construction phase as an expert resource, often functioning in a design-assist role to optimize project scope, schedule, efficiency and budget.

Collegiate Builders functions as the specialized student housing expert and center of excellence within the JE Dunn organization. With 20 offices throughout the nation and 2,200 employees, JE Dunn is consistently ranked among the top companies nationally by volume of work in construction management. Collegiate is among the largest builders of student housing in the nation having delivered over 5 million square feet, valued at over \$1 billion, of student housing construction nationwide. The firm operates out of 20 cities throughout the nation with \$3 Billion in annual bonding capacity.



Facchina: General Contractor

Facchina is a full-service construction management and general contracting company with offices across the Mid-Atlantic and Southeastern United States. With a history of successful projects dating back to 1987, our staff of over 300 full-time professionals have been instrumental in the success of our organization's largest projects.

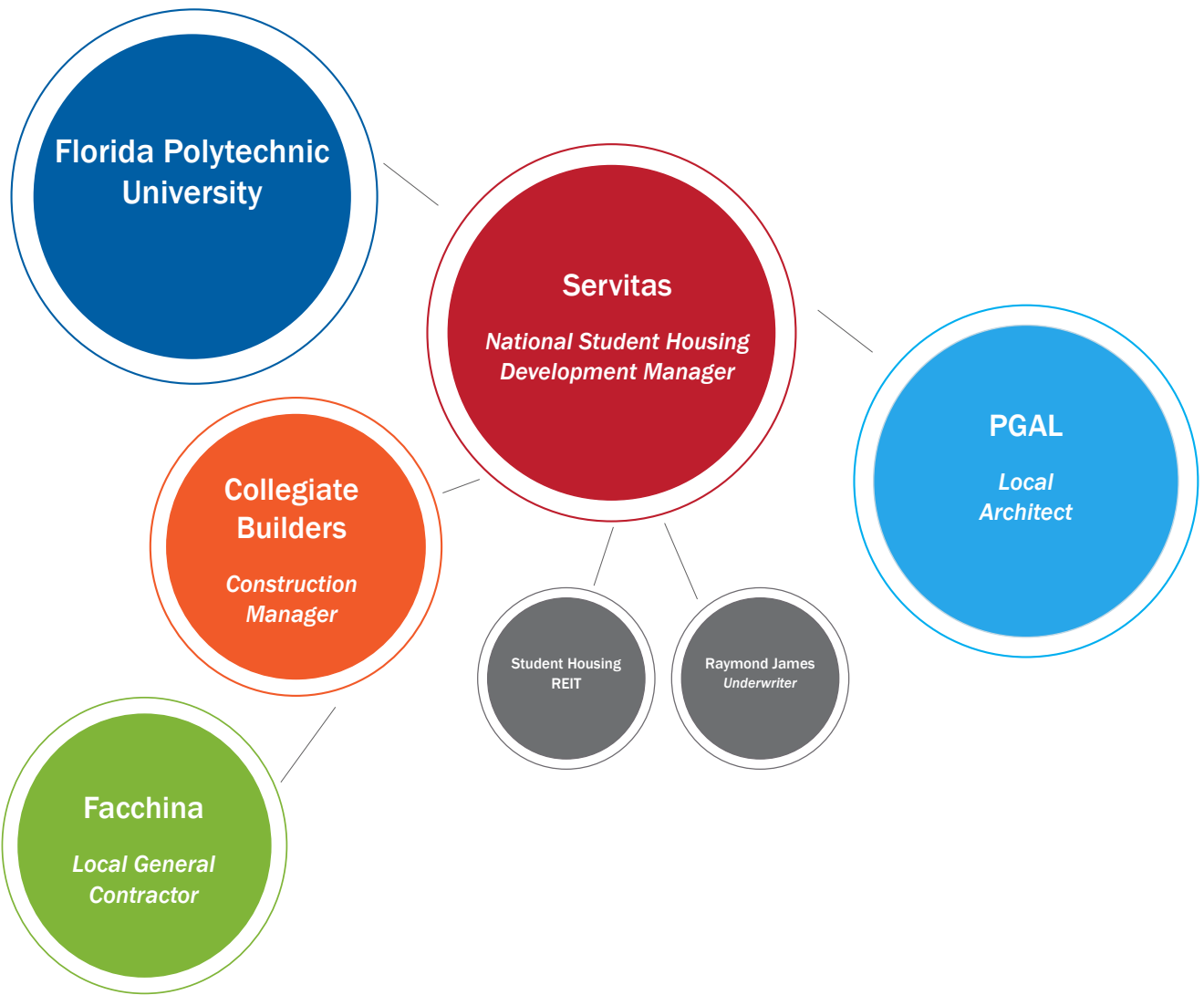
Over the past 26 years, our executives and senior managers have contributed to some of the country's most recognized residential, mixed-use and hospitality facilities.

It is our goal to efficiently deliver distinguished projects, regardless of size or complexity, that are rich in quality, low in cost and right on time. Our experience extends to all markets including low-, mid- and high-rise residential, commercial, and mixed-use. Our diverse portfolio is a testament to our dedicated staff and strong leadership both in the office, and on the job site.

With an EYE TOWARD THE FUTURE, Facchina continues to lead the nation's residential market as a leader in providing quality construction services at competitive prices. We don't try to be everybody's general contractor, we serve a select group of clientele: the country's most well-respected developers of residential and mixed-use properties. Over the last few years, we've honed our skills and have developed the Quality-Cost-Care Program — a program developed to meet the exact needs of the sophisticated residential developer. Our integrated approach has proven to reduce project costs, shorten project schedules, and provide our clients with the near real-time information required for them to make critical business decisions regarding their projects and the timing of key milestone events as it relates to the ever-changing real estate market.

Facchina's Executive Team has extensive experience with low-, mid- and high-rise construction with a combined portfolio of: Over 55 projects completed throughout the Eastern U.S. Geographic experience includes: Florida, Georgia, Alabama, South Carolina, North Carolina, Tennessee, Kentucky, Virginia, Maryland, Pennsylvania, New York, New Jersey and Connecticut.

**Over 11,000 multi-family units completed, and nearly 12 million square feet constructed.
\$2.2 billion dollars in market value created.**



EXPERIENCE &
PERFORMANCE

Financing Projects

We work nation-wide on student housing projects ranging in size from 100 to 5,000+ beds. Servitas has structured more than \$1 billion in student housing project financings. Our firm provides expertise in the planning, development, design coordination, financing, delivery and management of student-centric living-learning communities, as represented by our professional services.

Servitas facilitates and participates in public private partnerships to help our higher education clients better plan, develop, fund and deliver their student housing goals. Working with specialized underwriters, banks and private equity funds who are experts in the student housing financing market, we are able to offer a range of financing options. We offer solutions, options and alternatives that maximize our client's participation, control and financial benefits from campus housing and associated building projects.

Timely Delivery

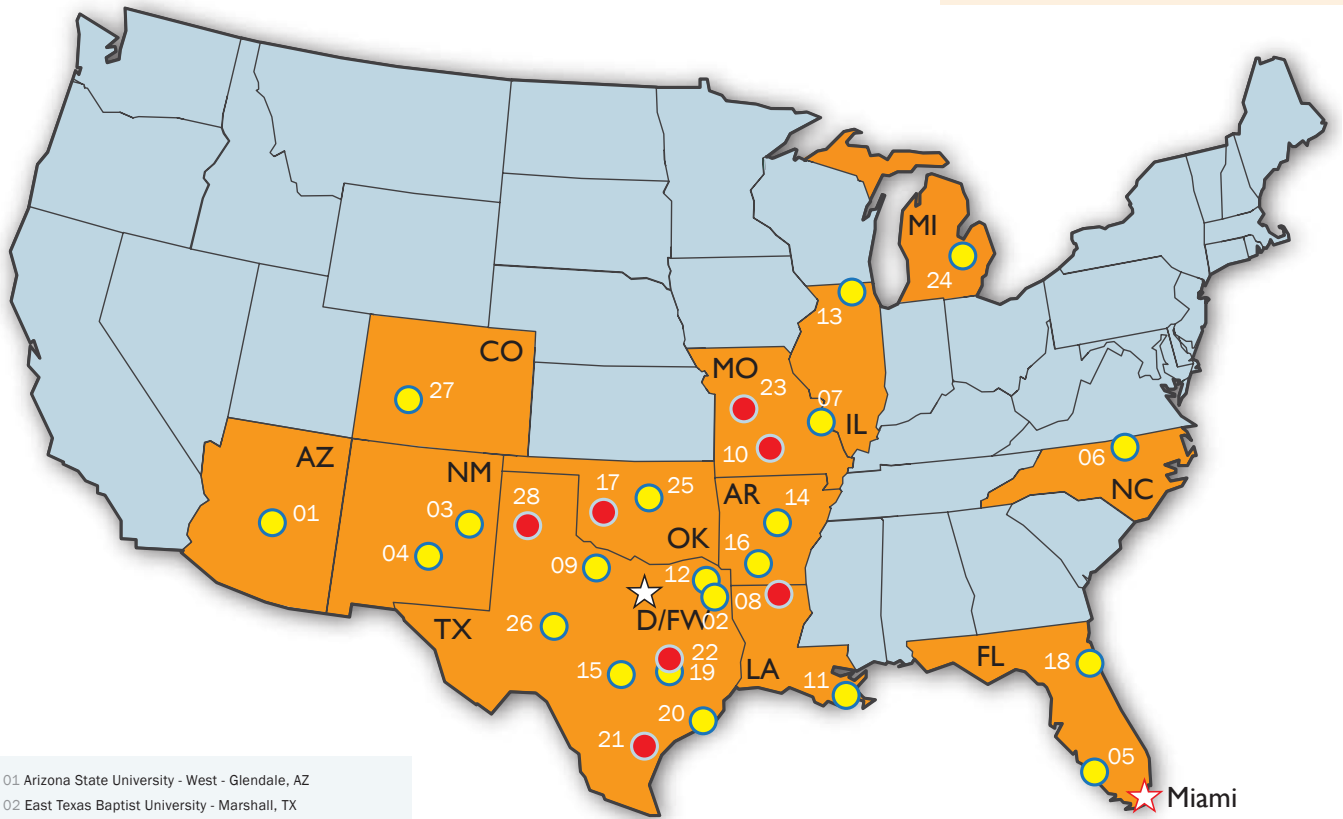
Our development team is committed to planning, developing and managing projects that are feasible, economical and specifically appropriate for each individual campus. Our experienced project managers understand that student housing development on or near college and university campuses requires expertise and sensitivity to campus communications and procedures as well as community considerations. Our team is experienced in developing in this environment, making the delivery of high quality student accommodations a seamless process. We conduct our activities as collaborative and responsive partners in the sustainable growth of campus communities.

We are the only student housing developer-builder with a fully integrated in-house team of Market Research, Feasibility Analysis, Project Finance, Estimating, Construction, Property Management and Residence Life professionals. We apply our diverse knowledge base throughout the design/pre-construction phase as an expert resource, often functioning in a design-assist role to optimize project scope, schedule, efficiency and budget.

We build landmark residential communities that promote the academic, personal and social development of student residents. Our projects complement and integrate into the surrounding campus architecture, demonstrate a stewardship of the natural world and become valuable real estate assets for our higher education clients.

Servitas retains the personnel necessary to consult, develop, build and manage student housing projects for Colleges and Universities across the nation. We have the capacity to deliver and manage these services anywhere within the United States.

- On-Campus Properties
- Off-Campus Properties
- ☆ Corporate Office
- ☆ Regional Office



- 01 Arizona State University - West - Glendale, AZ
- 02 East Texas Baptist University - Marshall, TX
- 03 Eastern New Mexico University - Portales, NM
- 04 Eastern New Mexico University - Roswell, NM
- 05 Edison State College - Fort Myers, FL
- 06 Elon University - Elon, NC
- 07 Harris-Stowe State University - St. Louis, MO
- 08 Louisiana Tech - Ruston, LA
- 09 Midwestern State University Ph. I & II - Wichita Falls, TX
- 10 Missouri University of Science and Technology - Rolla, MO
- 11 Nicholls State University Ph. I & II - Thibodaux, LA
- 12 Northeast Texas Community College - Mt. Pleasant, TX
- 13 Northern Illinois University - DeKalb, IL
- 14 Philander Smith College - Little Rock, AR
- 15 Schreiner University - Kerrville, TX
- 16 Southern Arkansas University - Magnolia, AR
- 17 Southwestern Oklahoma State - Weatherford, OK
- 18 Stetson University - Deland, FL
- 19 Texas A&M University Ph. I & II - College Station, TX
- 20 Texas A&M University - Galveston - Galveston, TX
- 21 Texas A&M University - Kingsville - Kingsville, TX
- 22 Texas A&M University - The Stack - College Station, TX
- 23 University of Central Missouri - Warrensburg, MO
- 24 University of Michigan - Flint - Flint, MI
- 25 University of Oklahoma - Norman, OK
- 26 West Texas A&M University - Canyon, TX
- 27 Western State College of Colorado - Gunnison, CO
- 28 Western Texas College - Snyder, TX

We have delivered over 40 student housing projects, totaling 40,000+ beds, comprised of 6 million square feet with a total value of \$800 Million.

Lighthouse Commons

Fort Myers, Florida



Owner:
Edison State College

Cost:
\$26,300,000/New Construction

Architect:
5G Studio Collaborative

Size:
416 beds; 165,000 GSF

Description:

In 2009 Edison State College issued an “Invitation to Negotiate” to several firms for program development, design, and construction services for a student housing project on the main Lee County campus. Servitas was selected as the partner to work with the college. Additionally, Servitas’ consulting group worked with Edison to confirm the demand and scope of the project and refine the residence life program. Servitas confirmed demand for up to 850 beds of housing in a mix of apartment and suite style units within a residence hall building with approximately 400 beds slated for delivery in Phase I.

Working under an extremely compressed finance and design delivery schedule, the project financing got underway and closed in December 2010; utilizing the approach recommended by Servitas. The financing structure for the project is a privatized approach with tax-exempt debt issued through the college’s financing corporation. BB&T purchased 100% of the bonds for the project via a direct bank placement. The project was completed with an integrated “design-build” contract and is LEED Silver Certified.

The Stack

College Station, Texas



Owner:
Private Owner, Culpepper Family LP

Cost:
\$43,000,000/New Construction

Architect:
5G Studio Collaborative

Size:
416 beds; 192,556 GSF

Description:

The Stack at Legacy Point is the newest and most luxurious student housing apartments catering to Texas A&M University students. Offering designer finishes, our community provides 24-hour access to amenities like a state-of-the-art fitness center and study lounges, resort style pool, gourmet kitchens with granite counter tops and stainless steel appliances, and fully furnished apartments with individual leases.

The building provides 416 beds with private bedrooms and private bathrooms in each unit. There are 1, 2, 3 and 4 bedroom unit options with washer/dryer and walk-in-closets in every unit. Servitas provided program management, construction and property management services.

Construction started in September 2012 with substantial completion July 2013 and turnover in August 2013.

Centennial Hall

Marshall, Texas



Owner:
East Texas Baptist University

Cost:
\$24,000,000/New Construction

Architect:
Architecture Demarest

Size:
368 beds; 125,393 GSF

Project Executive:
Joseph Rende

Description:

East Texas Baptist University selected Servitas to provide their student housing community. The project consists of 368 beds of new, student housing that consists of 4 bedroom - 2 bathroom and 2 bedroom - 1 bathroom suite style accommodations plus 2 faculty apartments in a fully amenitized living-learning environment. The project includes an office, community kitchen, classrooms, study rooms, student lounges, game room, outdoor amenities and a surface parking lot for 90+ cars.

Construction started in early 2013 with substantial completion in July 2014.

University of Oklahoma
Norman, Oklahoma



Owner:
University of Oklahoma

Cost:
\$49,200,000/New Construction

Architect:
Rees Associates

Size:
1,152 beds; 504,133 GSF

Description:

In 2004 The University of Oklahoma selected Servitas to provide development services for a large project designed to house upperclassmen. Traditions Square was completed in two phases and is located on two different sites on the southwest side of the main campus. The total project includes 1,152 beds (each phase added 576 beds) and surface parking to serve the residents.

Each site, Traditions Square East and Traditions Square West includes its own 6,000 square foot community center with leasing offices, mail service, computer lab, fitness center, study rooms, lounge areas and media room. Recreation amenities at each property include resort-style swimming pool, putting green, basketball court, sand volleyball court and convenient parking for each resident. The new housing complex consists of 16 three-story garden-style apartment buildings and two single-story community centers.

Exhibit B – Proposer Experience Reference

[Include behind Tab 4 of the Statement. Submit at least three (3) but not more than five (5) references. Use a separate form for each reference.]

Proposer Name: Servitas, LLC

If reference is for an individual or entity rather than for Proposer, identify the individual or entity: Edison State College

<p>(1) Project information (name, term of performance, overall project amount, your project amount): Lighthouse Commons, Edison State College - January 2011 - August 2012 (Construction), \$26.3 million project amount</p>
<p>(2) Awarding authority (i.e., party/agency responsible for awarding contract or administering project) (name, address, phone number): Edison State College, Steve Nice, Director of Facilities Planning & Development, 8099 College Parkway, Fort Myers, FL 33919, phone: 239-489-9283</p>
<p>(3) Other party's contract officer, if applicable (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>
<p>(4) Other party's project manager (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>

Exhibit B – Proposer Experience Reference

[Include behind Tab 4 of the Statement. Submit at least three (3) but not more than five (5) references. Use a separate form for each reference.]

Proposer Name: Servitas, LLC

If reference is for an individual or entity rather than for Proposer, identify the individual or entity: Jack Culpepper, Stalworth Corporation

<p>(1) Project information (name, term of performance, overall project amount, your project amount): The Stack - Texas A&M University, September 2012 - August 2013 (Construction), September 2012 - Current (Property Management), \$43 million project amount</p>
<p>(2) Awarding authority (i.e., party/agency responsible for awarding contract or administering project) (name, address, phone number): Private Owner - Jack Culpepper, Stalworth Corporation, 1700 George Bush Dr., College Station, TX 77840, phone: 979-696-1444</p>
<p>(3) Other party's contract officer, if applicable (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>
<p>(4) Other party's project manager (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>

Exhibit B – Proposer Experience Reference

[Include behind Tab 4 of the Statement. Submit at least three (3) but not more than five (5) references. Use a separate form for each reference.]

Proposer Name: Servitas, LLC

If reference is for an individual or entity rather than for Proposer, identify the individual or entity: East Texas Baptist University

<p>(1) Project information (name, term of performance, overall project amount, your project amount): Centennial Hall - East Texas Baptist University - January 2013 - July 2013 (Construction), \$24 million project amount</p>
<p>(2) Awarding authority (i.e., party/agency responsible for awarding contract or administering project) (name, address, phone number): East Texas Baptist University, Samuel 'Dub' Oliver, President, One Tiger Drive, Marshall, TX 75670, phone: 903-923-2222</p>
<p>(3) Other party's contract officer, if applicable (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>
<p>(4) Other party's project manager (list all if multiple, and dates of service) (name, phone number, email address, and physical address if different from (2)): N/A</p>

PERSONNEL QUALIFICATIONS



RAFAEL FIGUEROA President

Rafael is one of the pioneers of the on-campus student housing industry. Rafael Figueroa has 35 years of diverse real estate asset, property and turnaround management experience. His vision, insight and leadership offers colleges and universities unparalleled turnkey service that delivers the quality of housing that today's students expect to find on and off campus.

Selected Experience

East Texas Baptist University \$20 Million/125,393 SF/368 Beds	\$9.5 Million/97,000 SF/264 Beds
Texas A&M University - The Stack - College Station, TX \$43 Million/192,556 SF/416 Beds	Elon University - Elon, NC \$22.3 Million/251,000 SF/516 Beds
Texas A&M University, Galveston - Galveston, TX \$22.9 Million/168,264 SF/576 Beds	Eastern New Mexico University, Roswell - Roswell, NM \$9.8 Million/90,483 SF/258 Beds
Edison State College - Fort Meyers, FL \$26.3 Million/165,000 SF/400 Beds	Eastern New Mexico University, Portales - Portales, NM \$11.6 Million/101,587 SF/267 Beds
Northeast Texas Community College - Mt. Pleasant, TX \$4 Million/37,200 SF/110 Beds	Western Texas College - Snyder, TX \$2.5 Million/38,857 SF/150 Beds
Texas A&M University, Phase I - College Station, TX \$28 Million/239,795 SF/428 Beds	Schreiner University - Kerrville, TX \$4.7 Million/36,000 SF/110 Beds
Texas A&M University, Phase II - College Station, TX \$21.4 Million/170,000 SF/276 Beds	Northern Illinois University - DeKalb, IL \$16.2 Million/106,425 SF/240 Beds
Midwestern State University, Phase I - Wichita Falls, TX \$15.5 Million/129,436 SF/336 Beds	University of Michigan, Flint - Flint, MI 541 Beds
Midwestern State University, Phase II - Wichita Falls, TX \$20.6 Million/150,000 SF/276 Beds	Texas A&M University, Kingsville - Kingsville, TX \$11.1 Million/117,972 SF/360 Beds
Nicholls State University, Phase I - Thibodaux, LA \$16.3 Million/161,982 SF/408 Beds	Southwestern Oklahoma State University - Waterford, OK \$11 Million/116,003 SF/360 Beds
Nicholls State University, Phase II - Thibodaux, LA \$35.5 Million/172,000 SF/606 Beds	University of Central Missouri - Warrensburg, MO \$13.6 Million/132,430 SF/360 Beds
University of Oklahoma - Norman, OK \$49.2 Million/504,133 SF/1,152 Beds	Missouri University of Science and Technology - Rolla, MO \$12.9 Million/101,100 SF/336 Beds
Stetson University - DeLand, FL \$13.6 Million/127,731 SF/338 Beds	Louisiana Tech University - Ruston, LA \$15.9 Million/158,574 SF/432 Beds
Arizona State University, West - Glendale, AZ \$11.7 Million/89,317 SF/414 Beds	West Texas A&M University - Canyon, TX \$10.5 Million/114,545 SF/336 Beds
Harris-Stowe State University - St. Louis, MO \$13.5 Million/85,000 SF/229 Beds	University of Louisville - Louisville, TX \$35 Million/1,500 Beds
Philander Smith College - Little Rock, AK \$5.3 Million/127,731 SF/264 Beds	Lincoln University - Lincoln University, PA \$17 Million/400 Beds
Southern Arkansas University - Magnolia, AK	

Education

Master of Land Economics & Real Estate,
Texas A&M University

Bachelor of Arts, Political Science & Business
Administration, Inter-American University,
San Juan, Puerto Rico

Reference

Jack Culpepper
Stalworth Corporation
979-696-1444
jack@stalworthonline.com

Years Experience

35

Location

Dallas, TX

Contact

rfigueroa@servitasgroup.com
972-759-1650



RICHARD WYGLE Chief Financial Officer

As the Chief Financial Officer, Richard Wygle is involved in many aspects of projects and the overall management of the company. He is responsible for accounting, human resources, cash flow analysis, financial forecasting, budget creation/management, client relationships, procedural design, external auditor interface, insurance coverage, financial reporting, staffing development and software conversions.

Richard brings more than 21 years of experience in financial and administrative management in multi-family real estate, retail and manufacturing sectors.

Education

Bachelor of Science Business Administration,
West Texas University

Accreditation

CPA

Reference

Jack Culpepper
Stalworth Corporation
979-696-1444
jack@stalworthonline.com

Years Experience

22

Location

Dallas, TX

Contact

rwygle@servitasgroup.com
972-759-1624

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College
Station, TX
\$43 Million/192,556 SF/416 Beds

Texas A&M University, Galveston -
Galveston, TX
\$22.9 Million/168,264 SF/576 Beds

Edison State College - Fort Meyers, FL
\$26.3 Million/165,000 SF/400 Beds

Midwestern State University, Phase I -
Wichita Falls, TX
\$15.5 Million/129,436 SF/336 Beds

Midwestern State University, Phase II -
Wichita Falls, TX
\$20.6 Million/150,000 SF/276 Beds

Nicholls State University, Phase II -
Thibodaux, LA
\$35.5 Million/172,000 SF/606 Beds

Louisiana Tech University - Ruston, LA
\$15.9 Million/158,574 SF/432 Beds

University of Central Missouri -
Warrensburg, MO
\$13.6 Million/132,430 SF/360 Beds

West Texas A&M University - Canyon, TX
\$10.5 Million/114,545 SF/336 Beds

Eastern New Mexico University, Roswell -
Roswell, NM
\$9.8 Million/90,483 SF/258 Beds

Eastern New Mexico University, Portales -
Portales, NM
\$11.6 Million/101,587 SF/267 Beds

Schreiner University - Kerrville, TX
\$4.7 Million/36,000 SF/110 Beds

Northern Illinois University - DeKalb, IL
\$16.2 Million/106,425 SF/240 Beds

Missouri University of Science and
Technology - Rolla, MO
\$12.9 Million/101,100 SF/336 Beds

Southwestern Oklahoma State University -
Waterford, OK
\$11 Million/116,003 SF/360 Beds

Texas A&M University, Kingsville - Kingsville, TX
\$11.1 Million/117,972 SF/360 Beds



JOSEPH RENDE

Vice President Development & Pre-construction

Joseph Rende serves as Project Executive for development management projects throughout the country. He is responsible for identifying client needs, securing new development opportunities, determining project feasibility, assembling a specialized team of project experts and working through his team to provide clients with optimal, affordable and resource efficient building solutions. He collaborates with higher education clients through each stage in the project life cycle to ensure effective delivery of their program and vision.

Joseph's 25 years of experience in the construction, architecture and real estate industries has been supplemented with professional and graduate level research on Integrated Project Delivery, Green Building, Alternative Energy, Socio-economic Revitalization of Urban Centers and Conservation Development.

Education

Post Graduate Certificate in Commercial Real Estate Development, University of Texas at Arlington, Arlington, TX

Master of Liberal Arts, Southern Methodist University, Dallas, TX

Bachelor of Arts, History & English Literature Double Major, Southern Methodist University, Dallas, TX

Graduate research conducted in Russia and Southeast Asia through UTD programs in International Management & Political Economy

Reference

Samuel 'Dub' Oliver
East Texas Baptist University
903-923-2222
doliver@etbu.edu

Years Experience
25

Location
Dallas, TX

Contact
jrende@servitasgroup.com
972-759-1655

Selected Experience

East Texas Baptist University
\$24 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX
\$43 Million/192,556 SF/416 Beds

Texas A&M University, Galveston - Galveston, TX
\$22.9 Million/168,264 SF/576 Beds

Edison State College - Fort Meyers, FL
\$26.3 Million/165,000 SF/400 Beds

Midwestern State University, Phase I - Wichita Falls, TX
\$15.5 Million/129,436 SF/336 Beds

Midwestern State University, Phase II - Wichita Falls, TX
\$20.6 Million/150,000 SF/276 Beds

Nicholls State University, Phase II - Thibodaux, LA
\$35.5 Million/172,000 SF/606 Beds

Louisiana Tech University - Ruston, LA
\$15.9 Million/158,574 SF/432 Beds

University of Central Missouri - Warrensburg, MO

\$13.6 Million/132,430 SF/360 Beds
West Texas A&M University - Canyon, TX
\$10.5 Million/114,545 SF/336 Beds

Eastern New Mexico University, Roswell - Roswell, NM
\$9.8 Million/90,483 SF/258 Beds

Eastern New Mexico University, Portales - Portales, NM
\$11.6 Million/101,587 SF/267 Beds

Schreiner University - Kerrville, TX
\$4.7 Million/36,000 SF/110 Beds

Northern Illinois University - DeKalb, IL
\$16.2 Million/106,425 SF/240 Beds

Missouri University of Science and Technology - Rolla, MO
\$12.9 Million/101,100 SF/336 Beds

Southwestern Oklahoma State University - Waterford, OK
\$11 Million/116,003 SF/360 Beds

Texas A&M University, Kingsville - Kingsville, TX
\$11.1 Million/117,972 SF/360 Beds



BLAIR TAVENNER VP of Real Estate & Administration

Blair is a proven performer in the completion of complex projects. Extensive experience in all aspects of retail banking, commercial lending, real estate workout transactions, loan documentation and closings, contract negotiations, bankruptcy and asset management.

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX
\$43 Million/192,556 SF/416 Beds

Texas A&M University, Galveston - Galveston, TX
\$22.9 Million/168,264 SF/576 Beds

Edison State College - Fort Meyers, FL
\$26.3 Million/165,000 SF/400 Beds

Thompson Realty Corporation, Director – Finance

- Direct contract negotiations, construction support and development of custom spreadsheets (Excel) for project analysis of all types of commercial, multifamily and residential real estate projects.
- Compilation of finance packages for project finance and interface with lenders, contractors (appraisers, engineers, etc).
- Track loan approval with lenders/investors and close project loans.

JPI Partners, Incorporated, Director - Finance/Contract Administration, On-Campus Student Housing Group

- Negotiated final closing documents with outside contractors to include bond underwriters, attorneys, appraisers, construction contractors, project owners and universities.
- Directed the flow of financially related documentation for property and asset management agreements, bond documents for development and acquisition projects for signature at final closing of project loan.

Director - Year 2000 Compliance

- Successfully led all functional areas and personnel of a nationwide network of construction sites, luxury apartment communities and regional offices through inventory, assessment, remediation, testing and disaster/contingency planning associated with the Year 2000 (Y2K) rollover.

Independent Consultant

- Analysis of existing and proposed multifamily, retail and single family projects.
- Provide operations and accounting systems review for clients for system upgrade and staff training for increased efficiency.

National Asset Mortgage Corporation, E. VP.– Chief Underwriter (HUD) Multifamily

- Based on multifamily underwriting experience, obtained HUD Chief Underwriter designation for 221(d)(4) and 223(f) programs. Wrote application, filed and obtained Full Eagle designation.

Basic Capital Management, Inc., Vice President, Loan Administration

Education

Bachelor of Science Business Administration,
Ohio State University

Accreditation

Licensed Texas Real Estate Agent

Reference

Jack Culpepper
Stalworth Corporation
979-696-1444
jack@stalworthonline.com

Years Experience

30

Location

Dallas, TX

Contact

btavenner@servitasgroup.com
972-759-1630



TREY VERBICK VP of Market Research

Trey has been involved in real estate market research for 14 years. He is responsible for conducting market analysis on all Servitas projects, both existing and proposed. He collects data on rents and occupancy, creates supply and demand models, studies demographics and reversion rates in markets across the country.

Trey works with the Institutional Research departments of universities, as well as The National Center for Education Statistics to ensure that Servitas is fully informed about the dynamics of each school. He also works with the Servitas Development team and Property Management group to determine key market drivers and differentiators. Trey has also conducted surveys and led focus groups to understand resident needs, expectations and preferences for design, amenities and building materials.

Education

Bachelor of Science Marketing, Lamar State University

Reference

Brad Johnson, Ed.D.
Northeast Texas Community College
903-434-8100

Years Experience

15

Location

Dallas, TX

Contact

tverbick@servitasgroup.com
972-759-16512

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX

\$43 Million/192,556 SF/416 Beds

Student survey and feasibility study.

Northeast Texas Community College - Mount Pleasant, TX

Student survey, demand analysis and configuration of 112 bed Student Housing facilities and fitness center. 3,000 students surveyed.

Edison State College - Fort Myers, FL
Student survey to confirm market demand, floor plan preference, price sensitivity, and feasibility analysis for first-time housing. 10,000 students surveyed.

Off Campus Private Development - Louisville, KY
Ongoing venture to build student housing in affiliation with University. Performed campus wide survey to aid in project design, amenities, green initiatives and demand levels for project. 20,000 students surveyed.

Off Campus Faith Based Community Housing
Performed market research for private Real Estate Investment Fund pursued projects

in Arizona, Minnesota, New Jersey, Illinois, Michigan and Texas. 28,000 students surveyed total.

Estancia - Dallas, TX

Redevelopment of razed shopping mall parking lot. Property has resort style pool, clubhouse, and fitness center. All units two stories with two car garages.

The Mondrian - Dallas, TX

218 unit luxury high rise apartment project with 20,000 square feet of retail. The property has resort style pool, internet lobby, and fitness center with boxing ring.

Trianon - Dallas, TX

331 Luxury apartments developed in 2006. Podium parking with air conditioned corridors and elevator access. Property has resort style pool, clubhouse, and fitness center and 14 suite style units in and out parcel with private elevators and underground parking.

The Bel Air - Houston, TX

430 unit luxury apartment project. Opened in 2006. Podium parking with air conditioned corridors and elevator access. Property has resort style pool, clubhouse, and fitness center.



ANGEL RIVERA Director of Development

Angel joined Servitas in early 2013 bringing 10 years in leadership and sales with a national technology services consulting firm. His entrepreneurial background includes technology startups and a restaurant near a university campus. Our newest team member, he is involved in almost every facet of our business. His focus is on developing customer relationships and integrating our service offerings to maximize client results. He is pursuing his Master of Science in Real Estate at The University of Texas in Arlington.

Angel works internally with the Servitas development, preconstruction and construction teams to develop accurate and efficient projects. He also works with universities and investors seeking to develop student housing on or near college campuses. He previously held leadership roles on the boards of directors of a network of 10 federally-qualified health centers and a well-established social service agency working on behalf of abused and neglected children and families serving over 31,000 mostly at-risk children annually. He serves on Indiana University College of Arts & Sciences Alumni Board and served as an At-Large Councillor on the Indianapolis City-County Council.

Education

Master of Science, Real Estate, University of Texas in Arlington

Bachelor of Arts, Political Science, Indiana University - Bloomington

Years Experience

10

Location

Dallas, TX

Contact

arivera@servitasgroup.com
972-759-1607



MATT MYLLYKANGAS Director of Pre-Construction

Matt Myllykangas has held various leadership positions throughout his 18 year career. He has specialized in Public-Private Partnerships for the past eight years.

He spent several years working on the first of its kind Ford Island Master Development Agreement with the US Navy in Hawaii. Most recently, he has led the housing privatization at Fort Lee, Virginia. This \$257 million development added 650 new homes to increase the project size to 1505 homes. Fort Lee was awarded the top Residential Communities Initiatives (RCI) award for 2011 across the Army's 35 installation portfolio.

Matt received his BS in Mechanical Engineering from the United States Military Academy at West Point and his MBA from the Wharton School at the University of Pennsylvania.

Education

Master of Business Administration, Wharton School at the University of Pennsylvania, Philadelphia, PA

Bachelor of Science, Mechanical Engineering, United States Military Academy at West Point, West Point, NY

Years Experience

18

Location

Dallas, TX

Contact

mmyllykangas@servitasgroup.com
972-759-1639

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX
\$43 Million/192,556 SF/416 Beds

Housing Privatization Project - Fort Lee, VA
\$257 Million

Homeport Hampton Roads Virginia
\$336 Million/1.4 million SF/3,682 beds

Ford Island Master Development, Hawaii
\$80 Million/1,741 homes renovation

Military Housing Privatization – Fort Lee, Virginia
\$257 Million/1505 homes new construction

Military Housing Privatization – Falcon Group
\$305 Million/1,836 home renovations/308 new home construction



EVERETT CLARK Construction Manager

Everett has more than 25 years of experience in multi-family, commercial, hotel/motel and Design/Build contracts. He has experience in day-to-day operations and control, managing all aspects of the company including field organizations, costs, control, proposal processes, project launch, client relationships, safety and quality control. He excels in new construction, D/B, remodel/renovation, capital projects and contract administration.

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX
\$43 Million/192,556 SF/416 Beds

Alborada Condominiums & Town Home - Grand Prairie, TX
3 story, 450,000 SF, \$32MM, Combination wood frame and structural steel with stucco, stone simulated stone and brick exterior finish. Double podium, Podium surrounded by Apartments and parking garage. Also 10,000 SF of retail space finished out. Located at SH 360 and I-20 in Grand Prairie, TX, 436 apartment units and 52 town homes and all new infrastructure and underground piping including road repair and new roads.

Addison Circle - Addison, TX
442 condo style Units, 4- story apartments/wood frame and structural steel interior, podium deck for Hard & Soft Landscaping. for 15,000 S.F. w/exterior (stucco/stone/brick), with 4-story cast in place parking structure with interior garages for each unit, swimming pool on top level of parking structure and all new infrastructure and underground piping including road repair and new roads.

Navy Lodge, NAS - Fort Worth, TX
\$27.3MM. Mixed Use, 240,000 SF, interior wood and steel frame, exterior brick/stone, Podium deck for mixed use portion of buildings. Podium with large ornamental pool over underground car parking structure. Federal, JOC IDIQ contract, 2 and 3 Bedroom apartments at Naval Station, officer housing (360 Units) and all new infrastructure and underground utility piping including road repair and new roads.

Mixed Use
Marsh Lane/Beltline, Addison, TX 3 story, (520 Units) 250,000 SF. \$24.6MM
Plano Parkway & 121, The Colony, TX, 3 story (532 Units) 280 000 SF. \$25.3MM
N. Stemmons Freeway, Dallas, TX, 3 story, 225,000 SF (468 units) \$29.7MM
121 & Corporate Blvd, Lewisville, TX, 220,000 SF (492 Units) \$37.3MM
Walnut Ridge, Irving, TX, 225,000 SF 4 story (448 Units) \$24.7MM
Highway 360 & Post-Paddock, Grand Prairie, TX, 4 story, (540 Units) \$29.9MM
NE. Loop 820, Fort Worth, TX 4 story, 325,000 SF (644 Units) \$34.8MM
North Little Rock, Ark. 4 story, 630,000 SF (1482 Units) \$39.9MM
Forest Lane & LBJ, Dallas, TX. 3 story, 260,000 SF (450 Units) \$27.8MM
Fredericksburg Rd., San Antonio, TX. 3 story, 290,000 SF (478 units) \$28.3MM
Six Flags, N. Hwy 360, Grand Prairie, TX. 3 story, 260,000 SF (454 units) \$26.5MM
Restaurant Row, Walton Walker, Dallas, TX. 3 story, 350,000 SF (498 units) \$28.1MM

Education

Bachelor of Science Construction Science,
East Texas State University

Accreditations

Fundamentals of Federal Acquisitions Regulations (George Washington Uni.)
Changes and Claims in Government Construction Contracts (George Washington Uni.)
Understanding & Executing Government Construction Contracts/Proposals (George Washington Uni.)
OSHA Outreach and OSHA, 40 hour, AGC Sexual Harassment in the Workplace, AGC Construction Quality Management for Contractors, Huntsville, AL, Corps of Engineers Quality Work Group, Huntsville, AL, Corps of Engineers
Haz-Mat Work Group- TAMU, Arlington

Years Experience
25

Location
Dallas, TX

Contact
eclark@servitasgroup.com
972-759-1641



LYNDSEY LUMSDEN

Marketing and M/WBE Manager

Lyndsey is actively engaged in all aspects of the business from client relations and business development to marketing and community awareness. She has experience managing high profile communication initiatives, directing M/WBE and HUB programs, tracking M/WBE participation and implementation of public involvement programs. She has developed capacity building programs for subcontractors and consultants and managed local public involvement initiatives and media coordination.

Selected Experience

Texas A&M University - The Stack - College Station, TX
Developed marketing and leasing strategy for the \$43 million project. Handles all media relations, public relations and marketing initiatives during the construction of the property. Works in coordination with the leasing and residence life department to design and implement marketing materials such as brochures, leasing packets, flyers, banners, door hangers, direct mail, table tents, newsletters, etc. Manages social media and project website.

Love Field Modernization Program - Dallas, TX
Directly responsible for implementation of the comprehensive Minority, Woman-Owned and Disadvantaged Business Enterprise (M/W/DBE) program for the \$519 million project; Tasks included: developing strategies to align brand recognition through public relations, media relations, marketing and events; Extensive work with key community stakeholders, chambers of commerce and supplier diversity organizations to increase opportunities for M/W/DBE firms; manage and create content for project website, production of quarterly newsletter and other marketing tools.

New Parkland Hospital - Dallas, TX
Served as the Communications Manager for the new Parkland Hospital for the Balfour Beatty Construction, Austin Commercial, H.J. Russell and Company, and Azteca Enterprises (BARA) Joint Venture. The project includes a new \$1.27B, 17-story, and 862-bed hospital. Her experience on this high profile, five-year project, included communications planning, crisis communications, special event coordination, implementation of an M/WBE public involvement and public relations program, and marketing of the overall program. Additionally, she was responsible for the development of capacity building programs, community awareness, and local public involvement and media coordination.

DFW International Airport Terminal Renewal and Improvement Program - Dallas, TX D/W/MBE Program Manager for the \$2 Billion program

Dallas Convention Center Hotel - Dallas, TX
M/WBE Program Manager for the \$400 Million hotel

Omni Hotels & Resorts - Irving, TX
Supplier Diversity Consultant

DART Blue Line Extension - Dallas, TX
Public Involvement Manager \$360 Million project

Education

Bachelor of Science Marketing, University of Phoenix

Accreditations

Society for Professional Marketing Services (SMPs)
Public Relations Society of America (PRSA)
Dallas Marketing Association
National Association of Minority Contractors
Women in Government

Years Experience

08

Location

Dallas, TX

Contact

ljohnson@servitasgroup.com
972-759-1605



RONNIE BENNETT Chief Estimator

Ronnie has more than 14 years of experience administering the estimating and negotiation of multi-million dollar contracts. He played an integral role in developing business leads leading to \$2 million in revenue. He specialized in designing and estimating a student housing model building project with upscale finishes with a cost of \$45 million.

Selected Experience

East Texas Baptist University
\$20 Million/125,393 SF/368 Beds

Texas A&M University - The Stack - College Station, TX
\$43 Million/192,556 SF/416 Beds

Tribeca - Dallas, TX
Performed estimating duties and buy outs on this 4 story market rate development. Unique 183 apartment all contained in one building, steel, concrete, and wood framing with all on-site amenities.

University Village at Charlotte
\$36.8 Million. New Construction. 17 buildings, 3 story, wood framed, Hardi siding and stone, included leasing office and recreation center with pool, and on-site amenities.

University Village at Clemson
\$27.8 Million. New Construction. 12 buildings, 2 story, wood framed, Hardi siding, included leasing office and recreation center with pool.

University Village at Auburn
\$32.4 Million sale project. Directed and performed complete inspection of the property including nine 3 story brick buildings, 380 units, clubhouse, pool, all amenities and grounds. Completed detailed report of condition of property along with scope of repairs and cost estimate for needed repairs.

University Village at Austin
\$40.2 Million sale price. Property Acquisition. Directed and performed complete inspection of the property including 19 three story buildings, 480 units, clubhouse, recreational room, pool, all amenities and grounds. Completed detailed report of condition of property along with scope of repairs and cost estimate for needed repairs.

Student Square
\$794,000.00. Exterior Renovations. Performed complete inspection of the 12 two story buildings, and clubhouse. Determined scope of work for any exterior wood repair, window replacement and painting. Developed cost estimate to complete scope of work and submitted bid packet to owner.

Years Experience 12

Accreditations 30 hour OSHA certification

Advanced Blueprint reading classes

Continuing Education classes in Construction Management

Travelers Insurance estimating school (2months)

Xactimate 27 estimating software training

Xactimate 25 estimating software training

MSB estimating software training

On Screen Takeoff estimating software training

Quick Bid training

Location Dallas, TX

Contact
rbennett@servitasgroup.com
972-759-1603



IAN NESTLER, AIA Principal-in-Charge

Ian Nestler has 37 years of experience in architectural planning, design and management and has served as Principal Planner/Designer for a broad range of educational, campus housing, garage and mixed use/retail projects. In his capacity as PIC, Ian is responsible for guiding a project's progress from concept to completion assuring the highest level of design while integrating realistic budget, schedule and construction parameters. His excellent communication and partnering skills are critical assets in this process and are reflected in the enviable record of client commendations he has received throughout his career.

Education

Master of Architecture, Harvard University

Bachelor of Architecture, University of Southern California

Location

Boca Raton, FL

Contact

inestler@pgal.com
561-988-4002

Selected Experience

FAU Freshman Hall and Dining Complex-Boca Raton, FL; FAU Innovation Village Phase I-Boca Raton, FL; FAU Glades Park & Heritage Park Residential Towers-Boca Raton, FL; FAU's MacArthur Campus and Honors College and Residences-Jupiter, FL; FAU's Student Support Service Center-Boca Raton, FL; North Broward Preparatory School Dormitories-Coconut Creek, FL; Lake Mary Preparatory School Dormitories-Orlando, FL; Towson University Millennium Hall-Towson, MD; UAH Winton M Blount Residence Hall-Birmingham, AL; FIU PG5 Market Station-Miami, FL



SAMUEL J. FERRERI, AIA Principal-in-Charge

Sam Ferreri has more than 36 years of experience and extensive experience in education, campus housing, mixed use and retail projects. Sam's understanding, knowledge and planning, designing and constructing of project both large and small is a valuable asset to our team. Sam most recent experience includes the FAU Freshman Housing and Dining Complex that is a fast-tracked project to be completed from conceptual design to construction in just 18 months.

Selected Experience

FAU Freshman Hall and Dining Complex; FAU Stadium Sports & Multi-Food Service Venue; FAU Davie West; FAU Office Depot Center for Executive Education; FAU Innovation Village Master Plan; Southgate Residence Hall 535 Bed/Mixed Use, Tallahassee, FL; Azalea Place Apartments, West Palm Beach, FL; Landing of Largo Condo, Key Largo, FL; Mariners Light Condo, North Redington Beach, FL

Education

Master of Architecture, University of Florida

Bachelor of Architecture, Florida A&M University

Location

Boca Raton, FL

Contact

sferreri@pgal.com

561-988-4002



JOBY BALINT, AIA, LEED AP Lead Campus Housing Architect

Joby Balint has eighteen years' experience in the architectural field leading a wide variety of projects in Florida. Well versed in technically complex building types where engineering coordination is critical to the successful outcome, Joby has successfully completed over a dozen campus housing projects over the last thirteen years.

Selected Experience

FAU Freshman Hall and Dining Complex-Boca Raton, FL; FAU Innovation Village Phase I-Boca Raton, FL; FAU Glades Park & Heritage Park Residential Towers-Boca Raton, FL; FAU's MacArthur Campus and Honors College and Residences-Jupiter, FL; FAU's Student Support Service Center-Boca Raton, FL; North Broward Preparatory School Dormitories-Coconut Creek, FL; Lake Mary Preparatory School Dormitories-Orlando, FL; Towson University Millennium Hall, Towson, MD; UAH Winton M Blount Residence Hall-Birmingham, AL.

Education

Bachelor of Architecture and Bachelor of Science, Building Science, Auburn University

Location

Boca Raton, FL

Contact

jbalint@pgal.com
561-988-4002



JULIA MELHAUSER, NCIDQ, RCID, LEED AP
KELLY PARK, NCIDQ, LEED AP
 Interior Designers

Julia Melhauser & Kelley Park are dedicated and talented interior designers with 17 years of collective experience working specifically on educational, food service, retail, historic, corporate and sports-related projects. They are professionals who take pride in maintaining excellent client relationships and are well rounded “team players.” Both women are well versed in all areas of interior design from space planning to FF&E layouts, developing and detailing floor and wall pattern plans and casework, preparing elevation drawings and finish schedules.

Selected Experience

NAVFAC Camp Lejeune Stone Bay BEQ; FAU Innovation Village-Boca Raton, FL; FAU/HBOI Research II Complex, Fort Pierce, FL; UF Southwest Parking Garage and Transportation Offices-Gainesville, FL; FIU PG 5 Market Station-Miami, FL; FIU PG5 Classroom Fit-Out; FIU PG 5 Department of Parking & Transportation Offices Fit-Out; FIU PG 5 Health Care Network Fit-Out; FIU Restaurant Fit-Out; Kimley-Horn’s West Palm Beach Headquarters Interior Fit-Out; SHL Drug Assembly and Fitting Facility Interior Renovation & Fit-Out-Deerfield Beach, FL; Boca Raton Downtown Library-Boca Raton, FL

Education

Bachelor of Design, Interior Design University of Florida, 2008; (Park)

Bachelor of Science in Architectural Studies and Interior Design, University of Missouri, 2000; (Melhauser)

Location

Boca Raton, FL

Contact

jmelhauser@pgal.com
 kpark@pgal.com
 561-988-4002

Education

Bachelor of Science, Construction Management, Florida International University

Location

Boca Raton, FL

Contact

jvazquez@facchina.com
305-986-6863

JESUS R. VAZQUEZ

President

Mr. Vazquez serves as President of Facchina Construction of Florida, LLC, a construction management and general contracting firm with operations in Southeast Florida. In his position as President, he is in charge of all Facchina Construction of Florida projects. Mr. Vazquez has served in a management capacity in the construction industry for over 30 years overseeing many high profile projects. The position and relationships that he has established in the construction community, his client commitment, and the depth of his knowledge and experience, enables him to serve as an effective catalyst in bringing together and motivating the diverse resources and talents that must be marshalled to accomplish the client's objectives.

Selected Experience

Progress Point, Ft. Lauderdale, FL - \$11.8 million, 8-story, 103,000 s/f, mixed-income residential rental housing development consisting of 76 units, underground parking garage, and pool.

Eclipse Apartment Complex, Ft. Lauderdale, FL - \$17.5 million, a mixed-income residential rental housing development consisting of a 12-story apartment building containing 101 units.

Park Shore Tower, Naples, FL - \$18 million, hurricane damage and restoration to 20-story condominium damaged during Hurricane Wilma. Includes complete removal of existing exterior skin and replacement with new EIFS system, replacement of all electrical and plumbing components, replacement of existing interior drywall and exterior sheathing and replacement of existing unit windows and atrium glass.

New World Symphony Campus Expansion, Miami Beach, FL - \$130.7 million, 106,000 s/f, six-story concert orchestral training facility and parking garage designed by world renowned architect, Frank Gehry.

500 Brickell, Miami, FL - \$150 million, two 42-story luxury condominium towers, 1,700,000 s/f, 633-units, rooftop infinity-edge heated pool, wine cellar, spa and fitness center and a 20-seat movie theatre.

Brickell on the River South, Miami, FL - \$63 million, 46-story, 319 unit luxury condominium featuring all two-story condominium units, riverfront café and promenade and five-story health and fitness center.

Quantum on the Bay, Miami, FL - \$123 million, 1.6 million s/f interconnected condominium complex consisting of two structures, one 48-stories and the other 41-stories, containing approximately 700 residential units, parking levels, on-site restaurants, health club, exercise facility, retail services and recreational amenities.

Adrienne Arsht Center for the Performing Arts of Miami-Dade County, Miami, FL - \$357.5 million, 2,400 seat ballet opera house, a 2,200 seat symphony hall, 200 seat studio theater and a 57,000 s/f plaza for outdoor performances and community events.

South Terminal, Miami International Airport, Miami, FL - \$658 million, major expansion to Miami International Airport including 7 design projects designed by 5 different design firms.

American Airlines Arena, Miami, FL - Home of the National Basketball Association Miami Heat team, this \$180 million facility consists of 850,000 s/f and is designed for diversified sports and entertainment.

North Broward Detention Center, Broward County, FL - Correctional facility.

Okeechobee Correctional Institute, Broward County, FL - 200-bed correctional facility.

Metropolitan Detention Center, Dade County, FL - Correctional facility.

Metromover (Brickell Extension), Miami, FL - Extension of metromover.

Education

Associates Degree in Industrial Engineering
1983, continuing with night school programs
focusing on CAD/CAM, robotics and
mechanical design 1983-85.
Milwaukee School of Engineering, Milwaukee,
Wisconsin.
Obtained U.S.V.I. General Contractors
License in 1990.

Location

Boca Raton, FL

Contact

tstrackbein@facchina.com
305-877-3744

TODD STRACKBEIN

Executive Vice President

Todd began his career in 1987 with General Engineering Corp. in the U.S. Virgin Islands. During this time, he was involved in numerous projects including infrastructure, schools, housing, condominiums and industrial projects. He went on to construct single family homes under Todd Strackbein Construction Company.

Returning to the States in 1992, Todd landed on Florida's east coast and went to work for several national firms serving on projects ranging from airport and arena projects to 45 story towers.

In 1999, Naples based Kraft Construction Company recruited Todd and for the next eight years, he played a key role in overseeing over \$600 million in landmark projects throughout Florida the largest privately held construction firm in the State at that time. During this period, he developed a diverse expertise with new construction and addition/renovation of commercial, restaurant, medical, retail and luxury condominium projects. WCI specifically requested that Todd oversee more than \$350 million of their projects.

Since founding HSC in 2006 with partner David Herman, Todd takes an active approach in each project and is personally involved throughout the duration. Todd brings the highest level of experience and knowledge in both He is knowledgeable in each aspect of construction management and architectural planning.

Selected Experience

Park Shore Tower Hurricane Damage
Restoration & Related Work
Snook Bight Marina & Yacht Club
The Keg Steakhouse & Bar
RE/MAX Estates
One West

Veracruz at Cape Marco
Belize at Cape Marco
Florenca, 21 stories, 115 units
Navona, 21 stories, 110 units
Treviso, 21 stories, 76 units
LaScala, 21 stories
WCI Lost Key (Pensacola, FL)
Galia, 10 stories, 70 units
Marisol, 10 stories, 70 units
WCI West Shore Projects (Tampa, FL)
Castillo, 17 stories, 76 units
Estrella, 17 stories, 76 units
Cove Towers

Cape Harbour Marina 58, 6 stories, 58 units
Marina South I, 15 stories, 110 units
796 Building, 3 story mixed use
900 Building, 3 story mixed use
Naples Boat Club
Germain Dealerships
Lexus Dealership & Service Center, 28,000 sf
Toyota Truck Center Renovation

Casto (Sarasota, FL)
Whole Foods Grocery Store Shell (LEED
Certified)
One Hundred Central, 11 story mixed use
Moorings Presbyterian Church Family Life
Center
Ocean Tower I, Key Biscayne, Florida
19 story, 100 unit luxury condominium
North Passenger Terminal, Hollywood/Ft.
Lauderdale International Airport
Ocean Club Towers I, 2 & 3
American Airlines Arena, 20,000 seat Arena
National Car Rental Center
Blue and Green Diamond Condominiums
Porta Vita Towers

Education

Bachelor of Science Degree, Construction Technology, Fairleigh Dickinson University, Teaneck, NJ

Location

Boca Raton, FL

Contact

rcelestin@facchina.com
786-897-0802

RUDY CELESTIN

Project Manager

Rudy has been in the construction industry for over 14 years and has worked on a diverse array of project types. As Project Manager, he will manage all construction phase activities of the project. He will coordinate various prime contractors and their activities, review contractors' progress payments, and monitor, develop and write monthly progress reports. Mr. Celestin will also be responsible for controlling inspection requirements, evaluating change order requests, evaluating and recommending solutions for design questions, expediting the processing of shop drawings, making recommendations for changes in field conditions, preparing cost estimates for change orders, replying to correspondence from the subcontractors, collecting warranties, guarantees, maintenance and operation manuals, maintaining all project related records, and assisting in obtaining the Certificate of Occupancy.

Selected Experience

New World Symphony Campus Expansion, Miami Beach, FL - \$130.7 million, 106,000 s/f, six-story concert orchestral training facility and parking garage designed by world renowned architect, Frank Gehry. The training facility will be a premier educational laboratory for innovations in the teaching and experience of classical music. It seats a maximum of 738 in wedge-shaped tiers that wrap the stage. The New World Symphony is also a pioneering institution of Internet 2, a super fast/powerful internet based system that can stream real time audio/visual to the other side of the globe. The project will have a video wall to be able to "receive" concerts to broadcast on the video wall. The video wall faces a \$21 million park that is open to the public.

500 Brickell, Miami, FL - \$150 million, two 42-story luxury condominium towers, 1,700,000 s/f, 633-units, rooftop infinity-edge heated pool, wine cellar, spa and fitness center and a 20-seat movie theatre.

Brickell on the River North, Miami, FL - \$53 million, 750,000 s/f, 42-story, 384 unit luxury condominium over a 10-level, 510 space parking garage.

Ritz Carlton, Ft. Lauderdale, FL - \$94 million, 750,000 s/f, 24-story, luxury resort, with 27 penthouse condominium residences, 25 private residence club suites, and 167-room hotel.

Leon Goldstein High School, Long Island City, NY - \$47 million, 132,000 s/f, 4 story-high school.

FDR High School, Long Island City, NY - \$8 million exterior modernization and windows.

IS 55, Long Island City, NY - \$3 million exterior modernization.

PS 170, Long Island City, NY - \$2.2 million, replacement of windows and roof.

IS 263K, Long Island City, NY - \$2.3 million, replacement of roofs and parapets.

PS 396, Long Island City, NY - \$3 million exterior modernization.

Millennium Hotel, New York, NY - \$45 million, 22-story expansion hotel.

The enclosed resumes are the individuals committed to serve on this project in the roles identified.

PROJECT APPROACH

Project Approach

Servitas possesses specialized experience providing first-time campus housing for Colleges and Universities across the nation. By working closely with our client institutions, we provide functional, affordable and highly desirable housing for students. We enhance the campus environment with high quality architecture, landscaping, and amenities.

We manage the development of first-time housing through a collaborative and consultative approach that engages all stakeholders in the analysis, design and creation of a residential campus. Together, we work to ensure alignment of the residential vision with economic realities, demand factors and site constraints. We consider ways for housing to complement the campus academic program and promote the students' social, emotional and intellectual growth. The results of our efforts can be seen in student success and the valuable real estate assets that help attract and retain students on campus for generations to come.

The elements highlighted below describe the details of our approach and the development process we implement for each of our campus housing projects.

Site Evaluation and Plan

We realize that new housing must:

- Serve the needs of future generations of student residents
- Maximize the potential of the site
- Interact intelligently with the campus utility and transportation infrastructure
- Provide the right combination of beds, amenities and parking
- Maintain a strong connection to the academic core of campus in terms of aesthetics, massing, materials and landscaped spaces.
- Make the most responsible use of scarce resources by adopting sustainable principles

Thoughtful site planning is the first step toward the successful realization of this project. Working very closely from the campus master plan, we will optimize the site designated for campus housing and create a dynamic visual dialogue with academic and

administrative structures. We will diligently plan for continuity between interior and exterior spaces, between individual and group spaces, between areas for quiet contemplation and areas for energetic recreation. We intend to develop community living in a manner that continually embraces the developing character of the new University.

Building Plans

The building form is a result of the site planning process and a representation of the functions contained within the building. Our goal is to produce a residential structure that complements the new campus architecture and fits well within the master plan. The addition of this new residential structure to campus is an opportunity to create a strong visual continuity of architectural style that will enhance the impression of quality throughout the campus residential environment. Yet, we also recognize that the design of the new student housing facility needs to be distinguished from the stunning modernist academic buildings planned and under construction. To this purpose, we intend to establish a residential architectural style with traditional residential forms and window patterns that will fit in well with the University academic structures.

We adeptly employ the use of multi-story masonry construction to provide durability, sound insulation, lifecycle cost efficiency, occupant safety and compliance with weather related building codes. These benefits are further enhanced by arranging access to residential units through a fully conditioned double-loaded interior corridor. The strategic application of light and shadow is then used to soften the visual impression of the masonry facade. Offset unit plans create variations in wall planes. Repetitive and symmetrically aligned window patterns establish the residential scale as the building walls undulate and create visual breaks in the building façade. This façade treatment provides landscape pockets to purposefully connect the structure to the campus greenery. A variety of cast stone, brick or metal accents are then used to enhance the building lines and further define the architectural character.

Lobby Plans

The primary focus of the resident community and the

primary visual focus of the front facade is the central entry lobby. A front security desk area, a small office, a work area, community vending, guest restrooms, elevators and conference rooms are located in this area. Information boards line the walls of this space, giving community leaders and student organizations the opportunity to make residents aware of activities, programs and policies. In addition, the lobby provides direct access through the public space into resident lounge areas, toward a covered porch and beyond into the community courtyard with outdoor amenities. By directing traffic through the public areas, residents are more likely to interact with one another and increase the social bonds of community.

The lobby plan can also include a centrally located laundry facility, mail rooms and additional rooms dedicated for small group study. Upper levels each contain a central elevator core and sub-lobby surrounded with community rooms and additional study space. Additional large conference rooms and a large space for games and other recreation activities can also be incorporated.

Unit Plans

The changing emphasis on student residential life as well as the shifting preferences of students makes it essential to provide options as varied as the student body. Residential units serve to address current trends in student housing and suitable options for undergraduate students of all classifications. Each unit type is customized to address the particular needs of each campus. We typically find overwhelming desire for privacy in a format that is affordable and compatible with on-campus living. Servitas works to provide a high level of comfort and security through efficient design and individual attention. Our units, are designed to provide a comfortable living/learning environment for the student residents. ADA and fair housing accessibility requirements are met with appropriate unit modifications and configurations, in concert with University input. Handicap units are located on all floors and are connected to all common areas by accessible corridor routes.

New student housing can consist of a variety of one, two and four bedroom suite style units designed to provide choices to the many classifications of students.

By offering these choices, the University may eventually achieve increased retention among upper-class students, and thus experience a more-varied resident population. Each fully furnished unit includes a twin-size bed with mattress, dresser, desk, chair and individual closet. The bathrooms include a toilet and tub or shower with the sink and vanity area located just outside the bathroom.

Typical unit amenities include:

- Thermostats in each unit
- Kitchenettes with wood cabinets and solid surface counter tops
- High speed Internet provided in common area and each bedroom
- Cable television provided in common area and each bedroom
- One phone jack per unit in common area
- Ceiling fans in each bedroom
- Individually locked bedroom doors for added privacy

The safety and security of each resident is considered with the inclusion of deadbolt locks and peepholes on unit doors in addition to code-required fire and life-safety measures. ADA and Fair Housing accessibility requirements are met with appropriate unit modifications and configurations.

Approach to Landscape Design

The functionality of a site is critically important. That is why the landscaping needs of each project are addressed during the programming stage of design before any plans or drawings are conceived. It is as important to know what will take place outside each building as what will happen within its walls.

When designing any landscape, the three most important considerations are function, aesthetics and conservation. The landscaped environment is a complex network of pedestrian and vehicular circulation, active and passive recreation, safety and security issues, aesthetic appeal and visual stimulation, maintenance and financial considerations, and conservation and environmental responsibilities. We have adopted this philosophy and believe that there is more to landscape design than hedgerows, water fountains and annual color.

The landscape provides the first impression formed during a walk from campus to the housing community. It portrays to passers-by the level of care and prestige of the facility. Beautiful buildings can look out of place within a poorly designed landscape. There must be a marriage of structure and landscape so that each exists to the benefit of the other. Trees should be sized and placed to keep buildings at pedestrian scale. Hard-scaped surfaces must reflect the materials used in the building's architecture. Landscaping can define spaces and create a sense of place. Lighting should be utilized to enhance predominant architectural features and unique landscape designs. All these elements work together to frame the perceptions of those who interact with the housing community.

Another important aspect of the landscape is conservation. Often, water is taken for granted until it becomes scarce, and mature trees go unnoticed until they are felled. Fortunately, conservation of the environment has become more important to designers and developers of late, and rightly so. Servitas believes that for a built landscape to be successful, it must respect the environment in which it is placed. Existing trees should be considered when siting buildings, sidewalks and parking lots. Trees are the foundation of any landscape, and existing trees are commodities that should be valued. Attractive native plants are now widely available in hundreds of nurseries and should be used when possible. Native plants not only use less water and perform better than non-native species within the local climate conditions; they also create a regional feel to the landscape.

Servitas understands the intricacies of landscape design and its relationship to the built environment. We provide sound solutions developed by qualified, competent professionals that meet the varied and specific needs of each client. All factors affecting the long-term success of a housing community are considered in each design, including function, aesthetics, conservation, budget and maintenance.

Finalizing the Development Program

Upon notification that the University chooses to partner with Servitas, our team will begin to evaluate

the program provided by the University. Our design team will immediately mobilize an intensive site due diligence process to garner all available site information associated with the project. This site information is critical in developing and finalizing the project's design. Simultaneously, we will work closely with the University to confirm market demand, rent viability, financing requirements and project development costs to pinpoint the most favorably balanced combination of project size, cost, schedule and quality. Parallel to this process, the University, Servitas and our design team will process a series of multiple, swift iterations of concept designs and associated financial models to prove the program's viability.

With the results from this initial programming phase; a proven program, construction cost parameters and desired concept design, Servitas will complete any remaining site due-diligence items. Servitas will then partner with the University and proceed with schematic, design development and construction document phases in partnership with the University reviewing all aspects of the developing project design.

Major Items Involving Equipment

We utilize the highest grade of campus residential building, expert construction practices and low-maintenance materials. The materials include 100 percent masonry veneer, either metal or asphalt shingle roofing and high impact single-hung windows with low-E glass. All of our residential projects are designed to meet local, state and national accessibility requirements with elevator access throughout.

The following are typical specifications used in several of our recent campus housing projects. We will adapt these specifications to meet University directives, site conditions, design guidelines and local permitting requirements:

1. Site Work

Earthwork - All necessary work will be provided to excavate, backfill, and grade the site to within +/- 0.10' of final grade. It is assumed that all on-site material is suitable for the bearing capacities of the paving and foundation system. No additional cost has been included for the removal of hazardous material that

may be encountered during the site work and utility construction.

Insect Treatment – Industry-standard practice with 5-year warranty, commercial-soil treatment for insect control shall be provided under the building slabs and at the exterior foundation perimeter.

Utility Systems - All necessary materials and labor shall be furnished to provide complete storm and sanitary sewer systems and a fire and domestic water loop for this project within the project site. Servitas assumes that the utility infrastructure in the area will be properly sized and in a condition to support this project and available for our use when needed during construction. Servitas assumes that all utilities are located at the property line of the project.

Paving - All paving is to be reinforced concrete paving with concrete curb and gutter. The actual paving section will be determined after the geotechnical survey has been completed and reviewed by the engineering team. Striping shall comply with all local requirements. Sidewalks will be four-inch concrete with broom finish.

2. Foundations and Structure

Concrete Foundations - All necessary labor and materials required for the installation of a reinforced concrete foundation shall be provided based on the recommendations of the Geotechnical Engineer. It is anticipated that the building slabs will be supported by a post-tension foundation system.

Load Bearing Masonry – The building structure will be comprised of concrete block with hollow core precast concrete planks.

3. Masonry

Brick – The building exterior will be full masonry, comprised of modular brick and type ASTM C 150 Type I or II natural color mortar. Adjustable masonry ties will be used to attach brick veneer to framing.

Cast Stone – The building facade will have cast stone, brick or metal bands in order to blend in with the rest of the University campus.

4. Structural Carpentry and Millwork

Structural Steel – All structural steel will be designed, fabricated and installed in accordance with the American Institute of Steel Construction or other recognized steel industry trade associations.

Stairs and Rails – Shop-fabricated, steel-stair assemblies complete with lightweight concrete pan treads and steel-tube railing at the stairs will be designed and installed in accordance with all applicable codes and industry standards.

Rough Carpentry – The framing will consist of wood-framed stud walls with exterior sheathing. All lumber and sheet-good sizes and species will be designed by the licensed structural engineer and installed to meet all applicable codes and regional design requirements of the project. Where possible, low VOC materials will be used.

Finish Carpentry – This section includes all interior casing, baseboards, wall caps and vinyl coated wire shelving. All interior trim will be paint grade finger-joint white pine or paint grade mdf.

Cabinetry – The cabinets for this project will be a box cabinet and flush doors with solid hardwood face and doorframes with high pressure laminate tops in kitchens and baths.

5. Roofing

Asphalt Shingle or Metal Roofing – Roofing materials with a 30 year warranty. Roof decking shall be 5/8" plywood or as determined by structural engineer.

6. Doors, Windows and Frames

Doors – Entry doors and Storefront - Clear, anodized, extruded aluminum wide-stile doors with clear, tempered glass in clear, anodized aluminum storefront system at the lobby area. ADA access per code. Hollow Metal exterior doors and frames at the mechanical rooms and corridor entries. Exterior doors which have secured access via card readers. All interior doors are paint grade flush slab, pre-hung in a paint-grade, white-pine frame. Per addenda, individual bedrooms and units will use a key entry system with standard deadbolt and lever.

Windows – Aluminum window frames with impact resistant insulated glazing units and low-e finish to meet energy and local building codes.

Hardware – All interior-door hardware will receive a polished chrome finish. Bedroom doors will be provided with a keyed entry lock for privacy, and all unit-entry doors will be equipped with lockset and deadbolt for security, viewer and self-closing hinges. Exterior access to the lobby and corridor will be via card access readers.

7. Finishes

Gypsum Board – All walls will be sheathed with a layer of 5/8” wallboard. All ceilings will be covered with a layer of 5/8” gypsum board. All gypsum board will be fire-rated in locations required by code. MR wallboard will be used at all “wet” locations.

Painting – All interior kitchen walls, bath walls, doors and trim will receive one coat of primer and a single coat to cover finish, with touch-up as needed. Wood surfaces are finished with acrylic paint and walls with latex. Semi-gloss paint in bathrooms, rest of the units will be flat latex paint finish.

Ceramic Tile – Wet floors in common areas, entrances will receive a standard grade ceramic tile with moisture absorption of 0.5 to 3.0 percent. Ceramic tile at bathtub surrounds in unit bathrooms.

Resilient Floor Tile – 1/8” vinyl composition tile equal to Armstrong Excelon in colors selected by the University and the architect will be installed in utility areas, unit bathrooms, entrances, kitchen and laundries, and additional locations as shown on the drawings.

Carpet – All necessary labor and materials for the installation of the carpet and pad shall be provided. The pad will be a 1/2”-thick, rebond pad, and the carpet will be 26 oz., 100 percent continuous filament nylon Shaw Briar Crest or equal, which will include a 10-year manufacturer’s warranty.

8. Kitchen Equipment

Appliances – Kitchenettes will be equipped with an under-counter refrigerator, single compartment sink

and a countertop microwave.

9. Furniture

Unit Bedrooms – Bedrooms are furnished with a twin-size bed, twin size mattress, one three-drawer dresser and a study desk with chair.

Unit Living Areas - 4-Bed Suite living areas are furnished with an upholstered sofa, 2 upholstered chairs, coffee table, end table and an entertainment center. 2-Bed Suite living areas are furnished with an upholstered loveseat, one upholstered chairs, a coffee table, end table and an entertainment center. Furniture is constructed according to all federal requirements regarding fire safety.

Common Area Furnishings – Each of the common areas will be furnished appropriately for the intended use.

Furnishings – All unit window coverings shall be one-inch vinyl mini-blinds complete with all accessories and components required.

10. HVAC

HVAC - Each unit will be provided with an individual heating and cooling system designed specifically for the project’s geographic location. This will allow residents to receive the most energy-efficient system and the University to receive the most cost-effective solution. If approved by the University, each unit will have split DX systems for units, with vertical wall mounted Air Handling Units in the wall or mechanical closet. The distribution of conditioned air will be through flexible HVAC ducts designed to meet residential code, with duct board plenums. Bedroom return air will transfer from the bedrooms into the main area for return to the central units. One central thermostat in each unit will control its associated air-conditioning system.

11. Acoustical Treatment

Insulation - Additional insulation will be installed below all hard surface flooring for sound control. All common, chase and party walls will include R11 insulation. Ceiling floor assemblies will meet code requirements for impact and sound transfer.

12. Plumbing

Plumbing – All necessary material and labor associated with the installation of a complete plumbing system is included. Hot water will be provided from two water heater rooms with hot and cold water distributed through looped CPVC piping systems to each unit.

Specialties – All public toilet and bath accessories shall be manufactured by BHP or approved equal with polished chrome finish.

13. Electrical

Electrical Distribution – All on-site electrical distribution will be underground and supplied by the Developer. All systems will be designed and installed to meet all local and national electrical codes. All circuit wiring will be copper Romex unless prohibited by code.

Site Electrical / Telephone / Cable TV Utilities - The new electrical service work shall consist of an underground primary electrical concrete encased primary electrical service from the designated vault/pull location that the university has designated to bring electrical, water and phone/data service to the site, to the building transformer pad(s) provided by Servitas. The secondary service from the transformer to the building will be run in underground PVC conduit as per within code to meet the electrical load requirement of the building. Primary feeders from the University vault, transformer secondary feeders in conduit to the meter point, pad-mounted transformer and terminations are by Servitas. Secondary service is 120/240 volt, three-phase, three-wire with ground. There will be multiple electrical rooms throughout the building, to feed each tenant space load center and house panels. The university will provide an underground conduit system for the site Telephone/Data and CATV systems Technology building to the new designated pull point. Servitas will extend the conduit from the designated pull point to the residence hall, and then pull fiber from the Technology building to the new residence hall for the phone and data.

Exterior Lighting - Area lighting shall be provided for walks and the parking area to match the style and type of the existing, surrounding campus. Lamp post lighting will be provided at walkways and parking areas while

wall packs will be utilized at the buildings. Illumination levels shall not be less than those recommended by the IES Handbook. Voltage drop on lighting circuits shall not exceed six percent at the most distant fixture. All exterior walks, parking areas and building lights shall be H.I.D. metal halide type light fixtures. All exterior lighting control shall be through a combined photoelectric with lighting contactor which shall be powered from each buildings house panel.

Interior Lighting - Lighting fixtures will be provided in each bedroom. Bathrooms will be provided with incandescent lighting and switched exhaust fans. Kitchens will be provided with fluorescent lighting overhead. Miscellaneous areas such as storage closets and mechanical spaces where lighting is only used on an occasional basis shall be provided with incandescent lighting. Areas such as hallways, corridors, group space areas, etc shall be illuminated with fluorescent-type lighting fixtures. Lighting control shall be from wall-mounted switches, and shall be located close to the door entrances. Stairwell lighting fixtures shall be mounted on the ceiling, and shall be either surface or recessed type.

Emergency and egress lighting shall be provided as required by NFPA 101. Ceiling-mounted fluorescent light fixtures with built-in batteries will be used for areas such as stairwells, hallways, lounges, game rooms, administrative offices, etc., throughout the facilities per NFPA 101.

Illumination - Where used, fluorescent fixtures shall be provided with electronic ballasts and energy efficient T8. Egress lighting will have back -up batteries. Exit light fixtures will be of the LED type.

Receptacles - A minimum of three-duplex receptacles rated at 15 ampere, 120 volts, NEMA 5-15R will be provided in each bedroom area and four-duplex receptacles rated at 15 ampere, 120 volts, NEMA 5-15R will be provided in each living room area, mounted 18 inches above the finished floor. Receptacles for the kitchen area will be provided for all kitchen appliances and countertop receptacles will be provided per NEC. GFI Type Power Receptacles will be provided

at above the counter top in each bathroom area, at the kitchen counter tops and any other locations per NEC requirements. GFI receptacle shall be 20 Ampere, 120 volts, NEMA type - 5-20R. Arc Fault Interrupter Protection will be provided on all receptacle outlets in housing and dwelling unit living/bedrooms. General purpose receptacles will be provided per the NEC in hallways, equipment rooms and other general-use areas.

Telephone/Data System - The facility shall be pre-wired with a complete telephone/data system. One combo phone/data outlet shall be provided per unit in the common area, and a data outlet provided per each bed in the bedrooms. Wiring shall be homerun style. All telephone/data homeruns shall be concealed. Conductors, wiring method and method of termination shall be CAT- 5 or 6, per University preference. A telephone/data service entrance and backboard shall be located in each Telecom Room. If required, telephone outlets shall be modular, four position RJ-45 type receptacles, rated for CAT-5 or 6 installation. Each combo telephone/data outlet location shall be a duplex receptacle with one each RJ-45 and Cat-5 or 6 data jack. Telephone-system wiring shall be two twisted pair, #24 copper, rated for CAT-5. The IT equipment (material and install) in the building shall be provided by the University. However, the racks required for these equipments are included in the scope of this project.

Security System – The project includes security cameras at parking lot locations and at first floor interior corridor locations within the first floor for visual coverage of the common areas in the building. These cameras will be tied to a close-circuit TV located within the building. In addition, the entries to the building are also secured through card reader access.

Cable Television System (CATV) – One cable television receptacle shall be provided in each bedroom and common area connected to a splitter/junction box located within each unit, and then linked to the CATV system in the nearest telecomm room on each floor. Method of termination shall be determined by provider. Circuits shall be concealed. Conductors, wiring method, and method of termination shall be coordinated and as

required by the local CATV provider.

14. Fire Protection

Fire Protection - Each building will be equipped with a fire suppression system in accordance with NFPA-13 or NFPA-13R. Each building will have a fire alarm panel and will be connected to a central alarm panel located in the club/leasing area. A water main will enter the sprinkler/meter room through a backflow preventer to feed a complete wet pipe sprinkler system for the apartment buildings. The sprinkler system will be comprised of a sprinkler riser in the sprinkler/meter room with monitored valves and flow switches on each floor. A main will be piped above the ceiling down the buildings with branches feeding each apartment. There will be one sprinkler head in each room or as determined by either NFPA requirements. Cabinets with ABC type fire extinguishers will be installed in common areas.

Fire Alarm System - A fire alarm system will be provided for the housing facility. The system shall meet all NFPA requirements. All components shall be UL Listed and/or FM approved for fire protection service. Single-station smoke detectors shall be provided throughout all dwelling units, including the kitchens. Detectors shall be provided per all applicable NFPA requirements. The devices shall be powered from the building electrical system and shall be connected so that all alarm-indicating appliances within a given Housing Module activate upon initiation of any smoke detector located within that Housing Module. Smoke detection shall be provided in other areas of the facility where required by NFPA requirements or Base standard requirements. Smoke detection shall be provided at the fire alarm control panel location. A manual pull station shall be provided at each exit where required by criteria. Manual pull stations shall be provided at each stairway per NFPA and local authorities. Combination alarm horn/strobe units or strobe devices shall be provided throughout the facility in accordance with NFPA 72 and ADA Guidelines. Flow and tamper switches shall be provided for each sprinkler system control valve in the facility. Separate zones shall be provided for all tamper switches which are not located within the same room. The Fire Alarm Control Panel shall be located in the front lobby reception area.

15. Landscape and Irrigation

Landscape - All necessary labor and material is included to provide an aesthetically pleasing landscape for this project. This includes all plants, trees, sod/seeding of green areas, ground cover and seasonal color. The selection of these materials will be suitable for the local climate.

Irrigation - A complete automatic underground irrigation system shall be provided for necessary areas of the project in compliance with all local codes.

16. Energy Efficiency

Insulation – Exterior walls will be insulated in accordance with all applicable energy codes. R-11 batt insulation shall be installed in the party and unit separation walls for sound attenuation. The attic will be insulated with R19 above the ceilings.

17. Meet All Appropriate Building Codes

Servitas will comply with all applicable building codes and standards.

Current Staffing in Florida

Servitas has maintained a regional office in Miami since 2001. Administrative, project management, site supervision, interior design and executive staff maintain a presence in Florida as our project developments require. As our workload increases in Florida, a greater number of our staff is dedicated to our Florida operations.

PGAL and Facchina maintain a combined Florida staff of 86 people.

Conceptual Project Schedule

Please see our conceptual project schedule and the following page.

Commitment to Local Participation

As with all of our projects, we are firmly committed to tangible efforts that contribute positively to the local economy. We intend to work with local vendors, suppliers, consultants and subcontractors, and to procure local materials and equipment that produce high quality, durable and resource efficient buildings. Specifically, we propose to work collaboratively with the University, our Florida based design partners,

PGAL, and local construction expert Facchina to carefully design and build new housing that fully meets the demands, needs and preferences of the Florida Polytechnic community. We will do so by employing local, buying local and keeping the economic benefit of the project local.


Perceived Challenges and Innovations

As with any new University, the delivery of critical infrastructure impacts all other building projects planned on campus. Servitas will be in continual contact with the University to monitor the progress of utility and transportation infrastructure. We will analyze the impact of this progress as it relates to our student housing development schedule and make adjustments as necessary. We anticipate holding regularly scheduled team meetings with the University to ensure seamless coordination of our project logistics within the larger context of the campus construction and development.

From a Leasing perspective, Servitas proposes to work closely with the University throughout the student enrolment process. As perspective students inquire about the University, our marketing staff can initiate a promotional campaign to educate them about their future on-campus living options. As applications are received and students are admitted to the University, Servitas can begin a one-on-one leasing strategy well in advance of the completion of the housing project. We can provide virtual on-line tours of the facility and jobsite visits during construction to generate excitement and preleasing success. Before they arrive on campus, we will solicit student feedback on their preferences for community activities and incorporate their ideas into comprehensive residential life program. From the day that students move into the new facility, our property management staff will be actively engaged in creating a dynamic and supportive living-learning community.

Florida Polytechnic Preliminary Design										03-Oct-13											
Activity ID	Activity Name	Original Duration	Start	Finish	2013					2014					Jul	Aug					
					Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun								
A1000	NTP	0	15-Oct-13*																		
A1010	Design Phase	20	15-Oct-13	11-Nov-13																	
A1020	Design Review	10	12-Nov-13	25-Nov-13																	
A1030	Construction Documents	20	12-Nov-13	10-Dec-13																	
A1060	Building CD's	40	12-Nov-13	09-Jan-14																	
A1040	Early Permit	20	11-Dec-13	09-Jan-14																	
A1050	Early Construction	20	10-Jan-14	06-Feb-14																	
A1070	Building Permit	20	10-Jan-14	06-Feb-14																	
A1080	Building Construction	120	07-Feb-14	28-Jul-14																	
A1090	Substantial Completion	0		28-Jul-14																	

Florida Polytechnic Preliminary Design Construction Schedule



BUSINESS TERMS

Servitas strongly believes in the mission of higher education, the vision for Florida Polytechnic University and the role that this project plays in furthering student achievement. We are committed to serving our higher education clients with superior real estate services that result in cherished campus accommodations. We operate with a business philosophy to provide our clients with the maximum decision making control over, and financial benefit from, each student housing project we deliver.

The particular contractual terms, requirements and details of the Agreement that will best serve the project will depend on the financing structure used and the resulting form of agreement that the University and Servitas sign. There are two basic options:

Tax Exempt Financing Option

If the University is receptive to Tax Exempt Revenue Bond Financing, then Servitas could function in a Program Manager role to facilitate the pre-development, architectural design, engineering, financing, construction and management of the project. In this case, we typically sign a two stage contract:

1. The Program Manager Agreement (PMA) to cover the pre-development and architectural design (conceptual and programming, schematic, design development, construction documents) aspects as well as preconstruction activities.
2. The Development Agreement to cover Construction, FF&E, commissioning and related activities necessary for student occupancy.

Copies of these agreements can be provided to the University during the short list interviews.

Tax Exempt Financing – Ground Lease Payments

The Ground Lease Agreement may stipulate a nominal lease amount to be paid to the University. In addition, under the tax exempt financing option, the University would also receive 100% of net cash flows from the project as a supplemental ground lease payment.

Tax Exempt Financing - Reimbursables

The reimbursable expenses are dependent upon the financing structure chosen by the University to fund this project. If the University prefers for Servitas function as a Program Manger to facilitate Tax Exempt Revenue Bond Financing utilizing a 501(c)3 Educational Foundation, then Servitas would enter into a Program Management Agreement (PMA) with the University to perform those services. The PMA covers expenses incurred during:

- Pre-Development
- Architectural Programming and Conceptual Design
 - Schematic Design
 - Design Development
 - Construction Documents
- Preconstruction activities

Conventional (Debt and Equity) Financing Option

If the University prefers to provide only a ground lease agreement and prefers that Servitas to bring conventional (debt and equity) financing, then the extent of the contractual requirements will be in the form of an unsubordinated ground lease agreement. If the University desires, Servitas can provide a template to guide ground lease agreement negotiations.

Conventional Financing – Ground Lease Payments

The Ground Lease Agreement will outline the lease amount to be paid to the University. Servitas is amenable to the University's desire to receive ground rent as a percentage of net revenues once the facility has reached operating stabilization.

Conventional (Debt and Equity) Financing Option – Reimbursable Expenses

If the University prefers for Servitas to provide Conventional (Debt and Equity) financing through an unsubordinated ground lease agreement, then certain reimbursable expenses could either:

1. Be paid for by the University and then fully reimbursed to the University at closing of the financing, or
2. Be paid for by Servitas through the conventional financing structure.

If the University selects option #1 above, the institution will have much greater input into the design and decision making process than that provided by option #2 directly above.

Restriction on Non-Affiliated Persons

Depending on the University's preference, and/or conditions contained within the ground lease agreement and/or the financial structure ultimately employed to finance the project, there may be provisions that could restrict leasing to University students, faculty and staff. In our experience, on-campus student housing projects typically do not provide leases to non-University affiliated individuals.

