



City of Port St. Lucie
Procurement Management Division
121 SW Port St. Lucie Blvd,, Port St. Lucie, FL 34984

[CUSHMAN & WAKEFIELD] RESPONSE DOCUMENT REPORT

RFP No. 20250017

Real Estate Broker Services

RESPONSE DEADLINE: March 26, 2025 at 10:00 am

Report Generated: Thursday, April 3, 2025

Cushman & Wakefield Response

CONTACT INFORMATION

Company:

Cushman & Wakefield

Email:

ken.krasnow@cushwake.com

Contact:

Ken Krasnow

Address:

3801 PGA Boulevard
Suite 104
Palm Beach Gardens, FL 33410

Phone:

(914) 589-5321

Website:

N/A

Submission Date:

Mar 26, 2025 8:35 AM (Eastern Time)

ADDENDA CONFIRMATION

Addendum #1

Confirmed Mar 25, 2025 5:32 PM by Ken Krasnow

QUESTIONNAIRE

1. Mandatory Forms

PROPOSAL UPLOAD*

CW_-_Port_St_Lucie_-_RFP_20250017.pdf

CONTRACTOR'S GENERAL INFORMATION WORKSHEET*

It is understood and agreed that the following information is to be used by the City to determine the qualifications of prospective Contractor to perform the work required. The Contractor waives any claim against the City that might arise with respect to any decision concerning the qualifications of the Contractor.

The undersigned attests to the truth and accuracy of all statements made on this questionnaire. Also, the undersigned hereby authorizes any public official, Engineer, Surety, bank, material or equipment manufacturer, or distributor, or any person, firm or corporation to furnish the City any pertinent information requested by the City deemed necessary to verify the information on this questionnaire.

Please download the below documents, complete, and upload.

- [PSL- Consultant's General I...](#)

General_Info_CW_PSL.pdf

E-VERIFY FORM *

Please download the below documents, complete, and upload.

- [E-Verify Form.pdf](#)

E-Verify_CW_PSL.pdf

NON-COLLUSION AFFIDAVIT*

Please download the below documents, complete, and upload.

- [Non-Collusion Affidavit-fil...](#)

Non-Collusion_CW_PSL.pdf

SUPPLIER LOCATION CERTIFICATION

Please download the below documents, complete, and upload.

- [Supplier Location Certifica...](#)

Supplier_Location_Certification_Form_CW.pdf

2. Electronic Confirmation

CONE OF SILENCE *

To ensure fair consideration is given for all Proposers, it must be clearly understood that upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of contact with City employees, department heads or elected officials, up to and including the Mayor and City Council. The “Cone of Silence” is in effect for this solicitation from the date the solicitation is advertised on the OpenGov Portal, until the time an award decision has been approved by City Council and fully executed by all parties. Information about the Cone of Silence can be found under the City Code of Ordinances, Section 35.13. Contact with anyone other than the Issuing Officer may result in the vendor being disqualified. All contact must be coordinated through the Issuing Officer, for the procurement of these services.

Confirmed

DRUG FREE WORKPLACE*

The undersigned Contractor in accordance with section 287.087, Florida Statutes, hereby certifies that they comply fully with the below requirements.

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 Florida Statutes or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

Confirmed

CONTRACTOR'S CODE OF ETHICS*

The City of Port St Lucie ("City"), through its Procurement Management Division ("Procurement Management Division") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, Procurement Management Division requires each vendor who seeks to do business with the City to subscribe to this Contractor's Code of Ethics.

◆ A Contractor's bid or proposal will be competitive, consistent and appropriate to the bid documents.

- ◆ A Contractor will not discuss or consult with other Vendors intending to bid on the same Contract or similar City Contract for the purpose of limiting competition. A Vendor will not make any attempt to induce any individual or entity to submit or not submit a bid or proposal.
- ◆ Contractor will not disclose the terms of its bids or proposal, directly or indirectly, to any other competing Vendor prior to the bid or proposal closing date.
- ◆ Contractor will completely perform any Contract awarded to it at the contracted price pursuant to the terms set forth in the Contract.
- ◆ Contractor will submit timely, accurate and appropriate invoices for goods and/or services actually performed under the Contract.
- ◆ Contractor will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Contractor will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Vendor or for any other person.
- ◆ Contractor will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Vendor contracted by the City.
- ◆ Contractor must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Contractor must require their suppliers (including temporary labor agencies) to do the same. Contractor must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not limited to, the following:
 - o Obtaining and maintaining all required environmental permits. Further, Contractor will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
 - o Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.

o Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to Contractors. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable Contractor Contract. In the case of any discrepancies between it and the law, regulation(s) and/or contractor contract, the law, regulatory provision(s) and/or vendor contract shall prevail.

Confirmed

AFFIDAVIT OF NONGOVERNMENT ENTITY ANTI-HUMAN TRAFFICKING LAWS*

In accordance with section 787.06(13), Florida Statutes, the representative of the nongovernmental entity bidder ("Entity"), attests under penalty of perjury that the Entity does not use coercion for labor or services as defined in section 787.06.

Confirmed

I CERTIFY THAT I HAVE READ, UNDERSTOOD AND AGREE TO THE TERMS IN THIS SOLICITATION, AND THAT I AM AUTHORIZED TO SUBMIT THIS RESPONSE ON BEHALF OF MY COMPANY.*

Confirmed

PRICE TABLES

FEE

Note: Disregard the "\$" sign in Fee Percentage and Total Columns.

Line Item	Description	Quantity	Percentage of total property sales	Fee Percentage	Total
1	The percentage of total property sale value payable upon successful closing.	1	%	\$4.00	\$4.00
TOTAL					\$4.00



RFP 20250017

REAL ESTATE BROKER SERVICES

MARCH 25, 2025

KENNETH M. KRASNOW

Vice Chair, Public Institutions – Florida
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ken.krasnow@cushwake.com

CUSHMAN & WAKEFIELD, U.S., INC.

3801 PGA Boulevard | Suite 104
Palm Beach Gardens, FL 33410

Better never settles

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01

EXECUTIVE SUMMARY

The Executive Summary should include the Proposer's overall concept of the working relationship that will be required to successful complete this project.



March 25, 2025

City of Port St. Lucie
Attn: Keith Stewart, Senior Procurement Contracting Officer
121 SW Port St Lucie Blvd, Port St. Lucie, FL 34984

Cushman & Wakefield
3801 PGA Boulevard | Suite 104
Palm Beach Gardens, FL 33410

RE: Real Estate Broker Services
Request for Proposal, RFP Number 20250017

Cushman & Wakefield (“C&W”) welcomes the opportunity to present our scope of services to the City of Port St Lucie (“PSL” or “City”) relative to our approach to provide overall management of PSL’s Portfolio, real estate activities and initiatives. This potential relationship will be stewarded with the highest level of attention, service, and commitment to ensure that PSL’s real estate goals are accomplished. Our firm’s key principal contact has a long history of doing business in the City of Port St Lucie and the Treasure Coast and will ensure that C&W dedicates the resources necessary to achieve your goals.

As set forth within the following Proposal, we have provided detailed and thorough responses to the questions in your RFP. The proposed Account Team, with its extensive real estate experience and proven track record with assignments of similar size and scope will ensure optimal results for Port St Lucie. C&W has brought together our depth of resources to assist and engage with Port St Lucie on upcoming opportunities like the 10-acre parcel in Southern Grove and Walton & One. The Account Team along with the executive oversight from firm leadership are dedicated to Port St Lucie.

Led by our Primary Point of Contact for Port St Lucie, Ken Krasnow, a Treasure Coast resident with deep Port St Lucie ties and experience working for the City on projects like the Port District Food Garden and the former VGTI facility in Tradition, our approach centers on three objectives: Building insights and data on the City’s real estate existing portfolio, increasing the value of your existing portfolio, and ensuring Port St Lucie is made aware of market opportunities for both strategic acquisition and disposition. These three pillars will funnel into your primary points-of-contact, creating actionable, specific, and clear recommendations for the leadership of Port St Lucie.

Port St. Lucie is the Heart of the Treasure Coast and C&W is committed to working with your team to ensure your mission & objectives to enhance the community’s safety, beauty & quality of life are at the forefront of everything we do. Port St. Lucie is a city that works and C&W will make sure that we use our extensive data sources to provide leadership with the information needed to make the best decisions.

Our approach is more than a project; it’s a partnership to shape Port St Lucie’s future with authenticity, innovation, and positive impacts for the community. We’ll collaborate seamlessly with you and all your key stakeholders to ensure success incorporating our tested methodologies to maintain the team’s focus, and create value at every turn. Our proposed core team, rooted in the Treasure Coast, would like to re-emphasize our commitment to the success of this relationship and are looking forward to the next steps in the selection process. Should you have any questions, please contact us at the information provided below.

Respectfully submitted,

Kenneth M. Krasnow
Vice Chair, Public Institutions - Florida
+1 954 377 0484
ken.krasnow@cushwake.com

Authorized Corporate Principal

Wanda Riley
Managing Principal, Florida

Q2

QUALIFICATION

The response must provide the information outlined below and address all specified criteria. The proposer must demonstrate a minimum of five (5) years of general real estate experience, with at least three (3) years specifically involving the sale of commercial properties. Additionally, the Proposer should specify the experience level and number of employees within their organization. The Proposer must be in good standing with the Florida Board of Realtors and possess Multiple Listing Services (MLS) privileges. Furthermore, they should demonstrate a strong understanding of the local real estate market and proficiency in utilizing public real estate records.

COMPANY OVERVIEW

Cushman & Wakefield (C&W) (NYSE: CWK) is a leading global commercial real estate services firm for property owners and occupiers with approximately 52,000 employees in nearly 400 offices and 60 countries. In 2024, the firm reported revenue of \$9.4 billion across its core service lines of Services, Leasing, Capital markets, and Valuation and other. Built around the belief that Better never settles, the firm receives numerous industry and business accolades for its award-winning culture. For additional information, visit www.cushmanwakefield.com.

400+
OFFICES

60*
COUNTRIES
(Approx.)

\$9.4B*
2024 REVENUE
* USD

52,000
EMPLOYEES
(Approx.)

6.1B
SF MANAGED



Better never settles

The built environment is complex. There are always bigger problems to outthink and greater challenges to outdo. That's why we will never settle for the world that's been built, but will relentlessly drive it forward for our clients, colleagues and communities.

OUR VALUES ALIGN WITH PORT ST. LUCIE'S

Our core values are always the driving force for businesses to move forward, create inspiration, help us bring consistent services to the built environment every day. We are:

DRIVEN

We celebrate determination. No matter what we may have already achieved, we are constantly driven to continue solving complex problems for our clients and communities.

RESILIENT

The biggest muscle we can flex in the built world is our resilience. Our advisors consistently find answers and bring forth opportunities for our clients.

INCLUSIVE

Progress is everyone's business. By harnessing the power of inclusivity every day, we grow stronger teams with more diverse viewpoints on client and community challenges.

VISIONARY

The biggest problems need the best thinkers. As truth tellers for our clients, we rely on more than insights and experience to drive forward. We also harness the full potential of technology, AI, data, and analytics.

ENTREPRENEURIAL

We keep a startup mind, no matter how big we get. Our roots are deep and diverse, a strength we draw on to ensure our entrepreneurial spirit never gets lost. We know bigger doesn't always mean better. Better means better.

FULL SERVICE PLATFORM

C&W is a full service commercial real estate brokerage firm with expertise in the full continuum of real estate services from Capital Markets, Development Advisory, Tenant Representation, Valuation & Advisory, Project & Development Services, Research & Analytics, Asset Services (Property Management) and more. As one of the largest, leading-tier service providers in our industry, C&W either leads the market or is among the top three market leaders in every city in which we operate an office. The ability to marshal and integrate a wide range of diverse services from our own in-house resources is a substantial advantage that sets us apart from other real estate firms.

Because our comprehensive services are available “under one roof,” our clients avoid the need to access several providers to meet their real estate requirements.

OUR TEAM IS FULLY AND UNIQUELY CAPABLE TO EXECUTE ON ANY AND ALL SERVICES THAT THE CITY MAY PURSUE, OFFERING A “DEEP BENCH” AND THE ABILITY TO BRING IN MULTIPLE SERVICE LINES IN ORDER TO BEST SERVE THE CITY’S NEEDS.



INDUSTRIES & SPECIALTIES

- » 3PL
- » Airports & Aerospace
- » Automotive
- » Build-to-Suit
- » Data Centers
- » E-Commerce
- » Education
- » Energy (Oil & Gas)
- » Financial Service
- » Flexible Workplace
- » Food & Beverage
- » Global Supply Chain
- » Government
- » Healthcare
- » Hospitality
- » Land
- » Legal Services
- » Life Sciences
- » Logistics & Industrial
- » Multifamily
- » Net Lease Investment
- » Not-for-Profit
- » Office
- » Ports & Intermodal
- » Public Sector
- » Rail
- » Retail
- » Sports & Entertainment
- » Technology

PROVEN PUBLIC SECTOR EXPERIENCE

FLORIDA PUBLIC INSTITUTIONS GROUP

C&W's Florida Public Institutions Group, led by Ken Krasnow, is the most experienced and qualified team in Florida, specializing in representing public entities like the City of Port St. Lucie. As shown in the map below, the team has a strong presence in the Treasure Coast and unmatched expertise in navigating the region's regulatory and political landscape.



NATIONAL PUBLIC SECTOR ADVISORY GROUP

In addition to our work in the State of Florida, C&W brings a national, best-in-class approach to Public Institutions as evidenced by the impressive roster of State and Federal engagements. C&W's Public Sector Advisory Group specialists expertly guide clients through real estate challenges not typically faced by corporations. We have achieved great success working on behalf of institutions similar to the City. We have delivered a broad range of real estate support services for many public sector entities, including the States of New York, Rhode Island, Indiana, Florida, Georgia, California, Oregon, and Wisconsin; numerous counties including Broward, Pinellas, Escambia, Los Angeles, Marin (California), and Maricopa (Arizona); cities such as New York, Dallas, Chicago, Los Angeles, and Indianapolis; and the U.S. General Services Administration (GSA).

The following chart highlights our experience serving large federal, state, and local government organizations on assignments similar in scope to the City's requirement.

	CLIENT	SERVICES	RESULTS
	US General Services Administration United States	<ul style="list-style-type: none"> Transaction Advisory Project Services Portfolio Planning 	Serviced National Broker and General Leasing Services contracts. Routinely achieved scores exceeding 4.5 on a 5-point scale extending over 1,500 successful transactions.
	United Nations NYC, NY	<ul style="list-style-type: none"> Strategic Planning Portfolio Management Transaction Advisory 	Developed portfolio strategy for NYC portfolio.
	US Dept of Veterans Affairs United States	<ul style="list-style-type: none"> Transaction Advisory Project Services Portfolio Planning 	Executing transactions with post award construction services for health care and supporting administrative services.
	State of California	<ul style="list-style-type: none"> Strategic Planning Data Management Transaction Advisory 	States portfolio exceeds 240 million square feet (msf). C&W is managing Southern California. Identified \$300 million in cost savings opportunities.
	State of Texas	<ul style="list-style-type: none"> Transaction Advisory Project Services Portfolio Planning 	C&W is the exclusive prover to the Texas Department of Land Management.
	State of New York	<ul style="list-style-type: none"> Strategic Planning Portfolio Management Transaction Advisory 	Developed portfolio strategy for NYC portfolio which produced \$40 million in annual savings and created best practices for lease execution and property dispositions for 150 msf portfolio.
	State of Oregon	<ul style="list-style-type: none"> Transaction Management Dispositions Project Management Strategic Advisory 	Savings of over \$60,000,000 over 50 requirements totaling approximately 1.1 msf.
	State of Florida	<ul style="list-style-type: none"> Transaction Management Project Management Strategic Advisory 	Completed 204 transactions including consolidations and relocations totaling more than 2.3 msf.
	State of Indiana	<ul style="list-style-type: none"> Transaction Management Dispositions Project Management Strategic Advisory 	Strategic analysis resulting in optimized access in three locations while reducing overall costs.

O2 QUALIFICATION

	CLIENT	SERVICES	RESULTS
	State of Rhode Island	<ul style="list-style-type: none"> • Cost Reduction Strategies • Strategic Planning • Portfolio Management Practices 	Recommended five major initiatives that would create up to \$12.35 million in initial annual savings and create sales proceeds of at least \$10 million, surpassing State's goal of \$5 million.
	Empire State Development Corp	<ul style="list-style-type: none"> • Strategic Asset Plan • Broker Opinion of Value 	Develop asset strategies and business cases.
	State of Georgia	<ul style="list-style-type: none"> • Transaction Management • Leasing Strategy 	169 msf portfolio. Inventoried portfolio and implemented data management solution. Reduced transaction cycle time.
	Pinellas County, FL	<ul style="list-style-type: none"> • Strategic Planning • Data Management 	Identified \$25 million in savings for new Government Center.
	Los Angeles County, CA	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	C&W has provided several advisory and transaction assignments, including leasing, acquisitions, and dispositions in support of the County's real estate operations.
	Santa Clara County, CA	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Completed several purchases on behalf of the County, including a 435,000 sf, 4-building R&D campus and a separate 440,000 sf, 5-building R&D campus.
	Marin County, CA	<ul style="list-style-type: none"> • Transaction Management • Valuation Services • Strategic Advisory 	Completed multiple leases as Landlord representative in County owned buildings. Completed multiple lease restructures and transactions as the County's Tenant representative.
	Maricopa County, AZ	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Hired by County to provide as needed leasing, acquisition and disposition transactions. Have completed two lease transactions and disposed of vacant land.
	Broward County, FL	<ul style="list-style-type: none"> • Site Selection • Transaction Management • Strategic Advisory 	Retained by the County to help secure land sites and potential buildings for a variety of uses.
	Fairfax County Public Schools, VA	<ul style="list-style-type: none"> • Valuation and advisory services • Transaction services • Financial advisory 	Consolidated staff from 12 locations into one location by acquiring an off-market office building. Evaluated selling up to 20 former school sites to offset cost. Delivered business case analysis.
	Frederick County, MD	<ul style="list-style-type: none"> • P3 Structuring • Development advisory and financing • Property dispositions 	Served as the County's owner's representative in securing off balance sheet financing. Some of new building cost offset by disposition of old administrative office site.
	New York City DCAS	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Portfolio optimization of over 6 msf in transaction including seven agencies at 18 locations in multiple boroughs.

O2 QUALIFICATION

	CLIENT	SERVICES	RESULTS
	Frederick County, MD	<ul style="list-style-type: none"> • P3 Structuring • Development advisory and financing • Property dispositions 	Served as the County's owner's representative in securing off balance sheet financing. Some of new building cost offset by disposition of old administrative office site.
	New York City DCAS	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Portfolio optimization of over 6 msf in transaction including seven agencies at 18 locations in multiple boroughs.
	Metropolitan Transit Authority NYC/NJ	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	10-year lease with \$6,000,000 savings in 100% abatement of real estate taxes.
	The Port Authority of NY & NJ	<ul style="list-style-type: none"> • Strategic Advisory • Agency leasing • Project Management 	1.2 msf lease to One World Trade Center and awarded REBNY's Deal of the Year Award.
	Dallas Area Rapid Transit (DART)	<ul style="list-style-type: none"> • P3 Advisory Services • Transaction Management 	Successfully negotiated a 99-year ground lease, developed an agreement for a ±\$300 million mixed-use project, gained board consensus and implemented TOD Policy, Process and Procedure documentation.
	Capital Metro – Austin, TX (CapMetro)	<ul style="list-style-type: none"> • P3 Advisory Services • Transaction Management 	Successfully negotiated a 99-year ground lease and development agreement for a ±\$300 million mixed-use project.
	City of Los Angeles, CA	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Have represented the City in more than 25 leasing and disposition services in support of agency missions.
	City of Chicago, IL	<ul style="list-style-type: none"> • Transaction Management • Strategic Advisory 	Have provided strategic advisory and portfolio management services to help the City control costs while providing efficient workspace.
	Lewisville (TX) Ind. School District	<ul style="list-style-type: none"> • Transaction Management • Strategic Advisory • P3 Advisory Services 	Ran solicitation for the sale of 11 properties including over 250 acres of excess land. Closed 2 properties, under contract on the remainder with closing estimated within next 6 months.
	City of San Francisco, CA	<ul style="list-style-type: none"> • Transaction Management • Project Management • Strategic Advisory 	Have completed several leasing transactions on behalf of the City and provided real estate advisory services to help reduce cost and increase efficiency.
	City of Portland, OR	<ul style="list-style-type: none"> • Transaction Management • Dispositions • Valuation • Strategic Advisory 	Provided strategic advisory services and prepared broker opinions of value. Represented the City in leasing and disposition services in support of agency missions.
	City of Bend, OR	<ul style="list-style-type: none"> • Site selection • Transaction Management • Valuation • Strategic Advisory 	Provided strategic advisory services and opinions of value to support of portfolio management. Led the site selection and purchase of facilities. Marketed and sold 382 acres of land.

TAILORED SERVICES FOR THE CITY OF PORT ST. LUCIE

WE KNOW THAT THE CITY HAS THE FOLLOWING GOALS & STRATEGIC INITIATIVES FOR 2025:

- 1 Safe, Clean & Beautiful
- 2 Planning for a Thriving Future
- 3 Smart & Connected City
- 4 Diverse Economy & Bountiful Employment Opportunities
- 5 High-Quality Infrastructure & Facilities
- 6 Culture, Nature & Fun Activities
- 7 High-Performing Organization

TO HELP YOU REALIZE THESE INITIATIVES, C&W HAS ASSEMBLED A DEDICATED TEAM WITH STRATEGIC CONSULTANTS & ADVISORS IN THE FOLLOWING DISCIPLINES THAT ARE EXPLAINED FURTHER IN THIS SECTION:



LAND ADVISORY
to Help Navigate Regulatory Requirement & Plan for Smart Growth.

CAPITAL MARKETS SPECIALISTS
in Retail, Office, Industrial, & Healthcare – expanding & diversifying the economy.

SPORTS & ENTERTAINMENT ADVISORY
for Cultural Enhancement

DILIGENCE ADVISORY
High-Performance, Portfolio Optimization

ASSET & FACILITIES SERVICES
High-Quality Infrastructure & Facilities

LAND ADVISORY GROUP

UNEARTHING OPPORTUNITY, NAVIGATING LAND USE REGULATIONS, MAXIMIZING PROFIT

The Cushman & Wakefield Land Advisory Group serves institutional and private buyers and sellers of land, Our team of more than 100 experts throughout the United States and Canada works on investment and development land, and in select markets, agricultural transactions. Armed with extensive market-specific knowledge and regulatory and entitlement expertise, our professionals provide clients the tools they need to evaluate the highest and best use of a land parcel.

The land team has immediate access to key market sales data, which is critical to determining and executing solutions for complex land situations. We expertly leverage the resources of our global company, which also includes valuation and development professionals in addition to specialists in retail and industrial. Our professionals provide the resources, support, and brokerage expertise needed to maximize the market presence of our clients and the value of their land holdings, from single assets to nationwide property portfolios.



INSTITUTIONAL MEDICAL SYSTEM EXPERTS

The Florida Land Team represents this institutional medical system on strategic acquisitions and dispositions for three of their divisions spanning the State of Florida. In addition to performing site selection requirements, the team prides itself on getting involved early in the planning process so that the client is able to utilize C&W's proprietary data, specifically the path of growth exhibits, to ensure their decisions are based not only on existing population but also future population.

The C&W team has completed 16 strategic acquisitions/dispositions on behalf of the client over the last 24-months, with 10-15 additional acquisitions currently in process.

1,320

LAND TRANSACTIONS

100+

LAND PROFESSIONALS

402,200

ACRES

\$3.4B

TRANSACTION VALUE

**Most recent available annual statistics*

ASSET STRATEGY

- » Prepare valuation
- » Conduct hold versus sell analysis
- » Provide alternatives/recommendations

LONG-TERM HOLD VS SHORT-TERM POSITION

- » Perform due diligence
- » Create asset management strategy
- » Address issues of income potential and tax consequences

FINANCIAL RESOLUTION

- » Evaluate financial options
- » Disposition
- » Refinance
- » Structure joint venture

DISPOSITION/ ACQUISITION

- » Develop bespoke disposition strategies
- » Institute marketing campaign designed to achieve maximum results
- » Establish multi-market teams
- » Leverage international network for increased exposure

PLATFORM LEADER

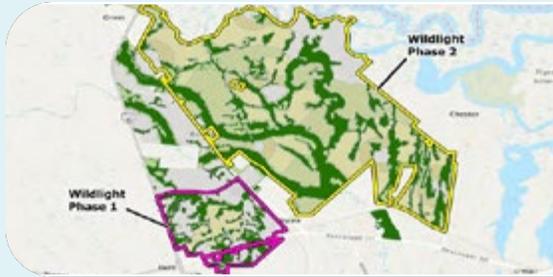


ANDY SLOWIK
Managing Director

SERVICES

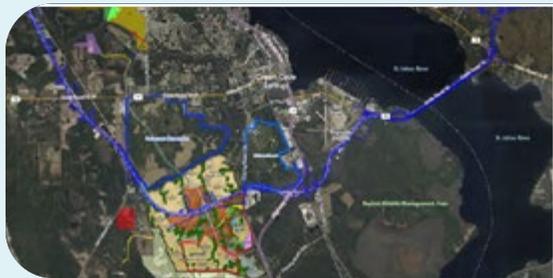
- » Acquisition / Disposition
- » Asset Management
- » Assemblage
- » Auction
- » Financing
- » REO / Advisory Services
- » Site Selection
- » Valuation

In Addition to Our Work With Public Institutions in the State of Florida, the Following Pages Showcase the Florida Land Team’s Representative Experience and Case Studies, Highlighting Our Success in Navigating Regulatory Requirements and Managing Land Use Challenges.



TOWN CENTER STRATEGY FOR MPC

C&W Florida Land Team assisted with retail, healthcare, multifamily, other commercial for new master planned community, Wildlight by Rayonier. Wildlight consists of 2,900 acres which are part of a larger 24,000 acre stewardship district on the north side of Jacksonville.



ACQUISITION STRATEGY FOR BULK PURCHASE OF MPC:

C&W Florida Land Team used financial modeling to help the buyer evaluate current and future opportunities, especially for commercial development. The property consists of 1,949 acres in Clay County, Florida. C&W represented the Buyer, BTI.



PORTFOLIO STRATEGY FOR HEALTHCARE TARGETING MPCs:

C&W’s Florida Land Team is assisting an institutional healthcare system, with a national spanning 1,200+ sites in nine states, on their strategic portfolio expansion across Florida. To date, the effort has yielded eight successful acquisitions with another ten in the pipeline.



CREATIVE SOLUTIONS FOR UNLOCKING MPCs POTENTIAL

C&W’s Florida Land Team identified a quarry on 4,280 acres as ready for development. The property, located in a mostly undeveloped area well north of Tampa, after targeted marketing brought in four written offers over \$55 million from Buyers, one of which is pursuing a purchase. C&W represents the Seller, Florida Rock.

CERTIFICATIONS



FLORIDA LAND ADVISORY GROUP CASE STUDY

HOLY LAND REDEVELOPMENT



ORLANDO, FL

14± ACRES REDEVELOPMENT IN PROMINENT INTERSTATE LOCATION

CHALLENGES	SOLUTIONS
Seller requested a discreet process.	Initial marketing piece had limited data. A CA was used to provide full information.
Seller wanted to know whether to sell the entire property or to sell in parcels.	Careful tracking of interest from prospects enabled the Land Team to provide feedback to the Seller.
News media was inquisitive.	The Land Team worked with the Seller to control publicity so that it was favorable to the process.

RESULT

14 acres previously used for the Holy Land park sold for \$32 million, very much a high water mark for land sales of this size in Orlando. Our process not only attracted top institutional interest, it also led to a smooth and confident selection.

FLORIDA LAND ADVISORY GROUP CASE STUDY

HOTEL SITE



ORLANDO, FL

4± ACRES TO MARRIOTT DUAL-BRANDED HOTEL

SPRINGHILL SUITES AND RESIDENCE INN ON 4 ACRES AT ORLANDO'S TOP RETAIL MALL.

CHALLENGES	SOLUTIONS
The buyer wanted its first Orlando hotel in a top location and toured numerous sites.	C&W (Andy Slowik) identified an off-market site at Orlando's upscale Mall of Millenia.
Connectivity to the mall was important.	4 acre site immediately across from the mall.
Land highly priced at location. Land highly priced at location.	The \$1M per acre price was proven by sale after completion (see below).

RESULT

The developer successfully built dual-branded Marriott hotels which sold for \$48.5 million immediately after opening.

FLORIDA LAND ADVISORY GROUP CASE STUDY

PACKING DISTRICT MULTIFAMILY



1900 N. ORANGE BLOSSOM TRAIL, ORLANDO 4.01± ACRES

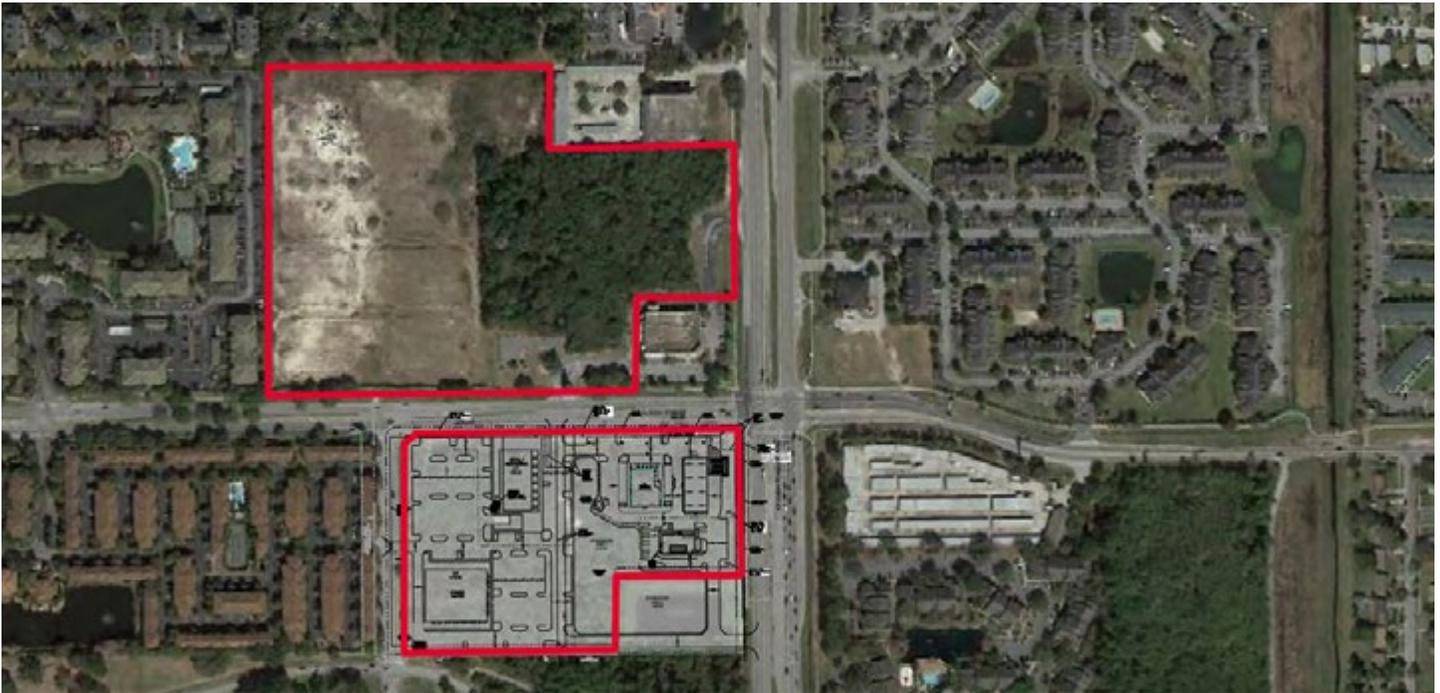
LAND ENTITLED/ZONED INDUSTRIAL - CHANGED TO MULTIFAMILY

CHALLENGES	SOLUTIONS
Seller wanted a fast sale	C&W had to select a handful of buyers, limit marketing
Seller's site plan was approved; buyer wanted to change it	Buyer ultimately agreed to close and change plan later
Seller valued his work to entitle site	Buyer paid for entitlement work

RESULT

Sale closed in 60 days, to MAA, largest owner of multifamily units in US.

FLORIDA LAND ADVISORY GROUP CASE STUDY
KIRKMAN STATION



METROWEST | ORLANDO, FL
9.5± ACRES COMMERCIAL / 19± ACRES MULTIFAMILY

INDUSTRIAL LAND RE-ENTITLED FOR MULTIFAMILY DEVELOPER.

CHALLENGES	SOLUTIONS
Area had unfortunate reputation as a high crime area.	Identified local developer who understood the true nature of the area.
Multifamily developers wanted to buy the smaller south parcel, but multifamily was needed on the north parcel to achieve seller's goals.	C&W believed retail development on the south parcel would not only bring a higher price, but would also enhance value of north parcel for multifamily.
Approval required by both City and HOA - some difficulties.	Worked with seller's legal team to assure closing.

RESULT

As anticipated, multifamily developers were attracted by the new 24 hour retail tenants and the north parcel was soon under contract.

FLORIDA LAND ADVISORY GROUP CASE STUDY

SITE SELECTION



BROWN & BROWN HEADQUARTERS | DAYTONA BEACH, FL

200,000± SF CAMPUS CREATING 650 - 700 JOBS

Found site for growing insurance business that was transformative for declining downtown. There were no obvious sites, and the location had to be attractive to the owner, the employees, and the City. Ultimately, a perfect riverfront site was identified that pleased all stakeholders and the community as well.

CHALLENGES	SOLUTIONS
Client had difficulty recruiting top-tier talent from major markets.	Secured beautiful riverfront location for new headquarters.
Client required expedited timeline.	Efficiently negotiated deal with seller.
Lack of data supporting new office development as downtown Daytona Beach lacked growth.	Developed highest and best use analysis to support offer price.

RESULT

The new headquarters had a transformative impact on downtown Daytona Beach as well as creating 650-700 jobs.

FLORIDA LAND ADVISORY GROUP CASE STUDY

RETAIL BOX



NIKE FACTORY STORE | CELEBRATION, FL 2± ACRES COMMERCIAL TO BOX DEVELOPMENT IN KEY TOURIST MARKET

The owner of vacant land on US 192 east of I-4 wanted to sell parcels, but only at a premium price. The owner had a tourist attraction behind the highway frontage and was highly sensitive about the effect any sale would have on his attraction.

CHALLENGES	SOLUTIONS
The large store needed exposure to the highway, but so did other tenants.	Nike store turned sideways with its entrance facing the parking lot.
Front of site appeared to be part of a large wetland, which would greatly reduce valuable acreage if mitigation not allowed.	Research discovered that the pipe connecting site to large wetlands had been crushed during road widening, hence site could be mitigated.
Cypress trees in a small pond were blocking the view of new building.	Approval granted to cut back trees and use pond as amenity.

RESULT

Successful store and contented sellers; remained of parcel also developed.

FLORIDA LAND ADVISORY GROUP CASE STUDY

MIXED-USE CENTER



KISSIMMEE, FL

19.5± COMMERCIAL ACRES SOLD NEXT TO DISNEY'S ANIMAL KINGDOM

The C&W Land Team represented a Colorado family which had owned the land for almost 30 years. The parcel was adjacent to Disney's Animal Kingdom and across the highway from Target-anchored retail center and the massive Margaritaville resort.

CHALLENGES	SOLUTIONS
Property had little road frontage relative to the size of the entire parcel.	Buyer also purchased adjacent parcel to increase frontage and balance site.
Numerous offers were made for the front acreage.	Owners agreed with C&W that the front portion should not be sold without the back.
Property had existing PD approvals.	Buyer worked to avoid diminishing existing approvals.

RESULT

The selling family was happy with the sale at \$10 million.

FLORIDA LAND ADVISORY GROUP CASE STUDY
POSNER PARK



ORLANDO, MSA, FL
99± ACRES SOLD FOR COMMERCIAL & MULTIFAMILY

Posner Park, located at the high traffic interchange of I-4 and US 27, had been acquired by the seller several years prior, but was unable to sell the balance of it.

CHALLENGES	SOLUTIONS
Most sites were not visible from roadways.	Aggressive, targeted marketing made buyers aware of opportunity.
Two multifamily developments risked overlapping lease-up periods.	Closings were staggered and one committed to 55+.
Topography made some sites difficult to develop.	Worked well with seller to create win-win resolution.

RESULT

Within 30 months, the C&W land team had sold 88 acres for multifamily, short term resort, light industrial and 55+ uses. The remaining 11 commercial acres was recently sold to BJ’s Wholesale Club for retail.

SOUTH FLORIDA CAPITAL MARKETS

C&W IS THE MOST ACTIVE INVESTMENT SALES TEAM ON THE TREASURE COAST WITH A LONG HISTORY OF SUCCESS IN PORT ST. LUCIE!

INVESTMENT SALES

Cushman & Wakefield’s South Florida Commercial team is committed to delivering an institutional class of advisory expertise. Partnering with property owners, we strive to maximize value in the disposition and financing of office, industrial, retail, and mixed-use assets throughout Florida. Our team comprises seven seasoned brokers, two dedicated financial analysts, and a brokerage coordinator and graphic designer supporting our marketing efforts.

Our firm’s global footprint offers access to the most aggressive international equity scores and unrivaled resources. With over 100 years of combined transactional experience involving more than 16 million SF of assets sold, the team is synergistically organized with a common goal to provide owners and sellers with any and all of the services necessary to maximize value.

2021 – 2024 TRANSACTION VOLUME

131
TRANSACTIONS

42 OFFICE/RETAIL
43 INDUSTRIAL/LAND
46 FINANCING

\$3.2B
SOLD

\$1.8B
FINANCED

PARTIAL CLIENT LIST



SOUTH FLORIDA CAPITAL MARKETS CASE STUDIES

2024 TREASURE COAST SALES ACTIVITY

**Representative case studies but not all-inclusive sales activity*

500 STADIUM BUSINESS CENTER

500 NW STADIUM DRIVE | PORT ST LUCIE, FL

SOLD NOVEMBER 2024

PROPERTY SUMMARY

SELLER
500 Stadium Business Center LLC

BUYER
500 Stadium Property, LLC

YEAR BUILT
2024

SIZE
± 35,056 SF

LAND AREA
± 3.36 Acres

NUMBER OF TENANTS
29

OCCUPANCY
14%

IN-PLACE NOI
N/A

GRADE LEVEL POSITIONS
33

PARKING RATIO
2.9/1,000 SF

\$7,887,600

\$225 PSF

KEY INVESTMENT HIGHLIGHTS

- » Bays ranging from 750 to 1,200 SF
- » Total office finish of 17% across portfolio
- » Clear ceiling heights 14.5' - 16'
- » Purchased opportunistically following 2024 delivery from developer

WEST STUART BUSINESS CENTER

7805 SW ELLIPSE WAY | STUART, FL

SOLD SEPTEMBER 2024

PROPERTY SUMMARY

SELLER

Cantor Companies

BUYER

Avid Asset Management, LLC

YEAR BUILT

2019

SIZE

91,720 RSF

LAND AREA

± 8.5 Acres

NUMBER OF TENANTS

84

OCCUPANCY

97%

CAP RATE

5.7%

WALT

~1.24 Years

CLEAR HEIGHT

14' - 16'

LOADING CONFIGURATION

112 Rear Grade Level Positions

OFFICE PERCENTAGE

± 12%

\$21,600,000

\$235 PSF

KEY INVESTMENT HIGHLIGHTS

RECENTLY CONSTRUCTED SMALL BAY INDUSTRIAL

- » Delivered in 2019, the Property was developed with the trade area's tenant size in mind, with bays ranging from 588 to 1,120 SF.
- » High quality CBS construction built to current building codes with impact rated showroom windows and doors, 10'x10' grade level doors and each bay separately metered for electric.

UPSIDE VIA MARK-TO-MARKET RENTS

- » In-place rents are approximately 20.5% below market. With an average rent of \$20.35/SF Gross across the Property, new leases and tenant renewals are being completed at \$25/SF Gross.
- » Highly Diversified Tenancy
- » Over 80 unique tenants who are critical to the local economy occupy West Stuart.
- » No single tenant comprises more than 4.5% of the RBA.

HIGHLY DIVERSIFIED TENANCY

- » Over 80 unique tenants who are critical to the local economy occupy West Stuart.
- » No single tenant comprises more than 4.5% of the RBA.

TREASURE COAST SALES

*Representative case studies but not all-inclusive sales activity

GATLIN COMMONS

2600 SW BRIGANTINE PL | PORT ST LUCIE, FL

GATLIN COMMONS BUSINESS CENTER

2652

SOLD DECEMBER 2024

PROPERTY SUMMARY

SELLER
GKMC LLC

BUYER
2600 Brigantine, LLC

YEAR BUILT
2019

SIZE
± 36,162 SF

LAND AREA
± 3.45 Acres

NUMBER OF TENANTS
49

WALT
~1.0 Years

OCCUPANCY
100%

IN-PLACE NOI
\$521,560

CAP RATE
6.13%

GRADE LEVEL POSITIONS
49

PARKING RATIO
2.45/1,000 SF

\$8,498,070

\$235 PSF

KEY INVESTMENT HIGHLIGHTS

- » Bays ranging from 658 to 840 SF
- » Clear ceiling heights 14.5' - 16'
- » Attractive assumable in-place financing from America Republic Insurance at a fixed rate through 2031
- » Upside via mark-to-market rents. In-place rents were approximately 18.6% below market
- » Built-in annual rent increases of 5%

TREASURE COAST SALES

**Representative case studies but not all-inclusive sales activity*

PEACOCK SMALL BAY PORTFOLIO

460 NW PEACOCK BLVD | PORT ST LUCIE, FL
330 NW ENTERPRISE DR | PORT ST LUCIE, FL

SOLD DECEMBER 2024

PROPERTY SUMMARY

SELLERS

460 Peacock Business Center, LLC
Peacock Business Center, LLC

BUYER

460 Peacock Property, LLC

YEAR BUILT

2022 - 2024

SIZE

± 61,954 SF

LAND AREA

± 6.16 Acres

NUMBER OF TENANTS

44

OCCUPANCY

95%

IN-PLACE NOI

\$780,656

CAP RATE

5.36%

GRADE LEVEL POSITIONS

69

PARKING RATIO

2.7/1,000 SF

\$14,559,190

\$235 PSF

KEY INVESTMENT HIGHLIGHTS

- » Bay sizes ranging from 752 to 1,050 SF
- » Total office finish of 15% across Portfolio
- » Clear ceiling heights 14.5' - 16'
- » Upside via mark-to-market rents. In-place rents were approximately 32.2% below market
- » Built-in annual rent increases of 5%

TREASURE COAST SALES ACTIVITY



\$8,500,000 | \$139 PSF

460 ENTERPRISE

460 ENTERPRISE DRIVE
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
5.35%	Marketing
TYPE	SIZE
Industrial	61,132 SF
YEAR BUILT	OCCUPANCY
1988	100%



\$16,000,000 | \$130 PSF

760 NW ENTERPRISE

760 NW ENTERPRISE DRIVE
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
7.0%	Marketing
TYPE	SIZE
Industrial	122,626 SF
YEAR BUILT	OCCUPANCY
2004	100%



\$15,000,000 | \$655 PSF

SEAWAY MARINA

942-1010 SEAWAY DRIVE
FORT PIERCE, FL

CAP RATE	SALE DATE
4.26%	Marketing
TYPE	SIZE
Other	33,891 SF
YEAR BUILT	OCCUPANCY
1976-1977	85%



\$10,000,000 | \$115 PSF

7337-7339 COMMERCIAL CIRCLE

7337-7339 COMMERCIAL CIRCLE
FORT PIERCE, FL

CAP RATE	SALE DATE
5.95%	Marketing
TYPE	SIZE
Industrial	87,182 SF
YEAR BUILT	OCCUPANCY
1990	100%



\$8,976,000 | \$250 PSF

TRADITION BUSINESS CENTER

11950 SW TOM MACKIE BLVD
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
N/A	Marketing
TYPE	SIZE
Industrial	35,904 SF
YEAR BUILT	OCCUPANCY
2025	N/A



\$9,224,000 | \$250 PSF

UNIVERSITY BUSINESS CENTER

500 NW UNIVERSITY BLVD
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
6.0%	Marketing
TYPE	SIZE
Industrial	36,896 SF
YEAR BUILT	OCCUPANCY
2023	93.3%



\$7,008,640 | \$235 PSF

460 PEACOCK

460 NW PEACOCK BLVD
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
5.36%	Dec-24
TYPE	SIZE
Industrial	29,824 SF
YEAR BUILT	OCCUPANCY
2022-2024	95%



\$7,550,550 | \$235 PSF

PEACOCK BUSINESS CENTER

330 NW ENTERPRISE DRIVE
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
5.36%	Dec-24
TYPE	SIZE
Industrial	32,130 SF
YEAR BUILT	OCCUPANCY
2022-2024	95%



\$8,498,070 | \$235 PSF

GATLIN COMMONS

2600 SW BRIGANTINE PL
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
6.13%	Dec-24
TYPE	SIZE
Industrial	36,162 SF
YEAR BUILT	OCCUPANCY
2019	100%



\$7,887,600 | \$225 PSF

500 STADIUM

500 NW STADIUM DR
PORT ST. LUCIE, FL

CAP RATE	SALE DATE
N/A	Dec-24
TYPE	SIZE
Industrial	35,056 SF
YEAR BUILT	OCCUPANCY
2024	14%



\$21,600,000 | \$235 PSF

WEST STUART BUSINESS CENTER

7805 SW ELLIPSE WAY
STUART, FL

CAP RATE	SALE DATE
5.7%	Sep-24
TYPE	SIZE
Industrial	91,720 SF
YEAR BUILT	OCCUPANCY
2019	97%



\$5,600,000 | \$80 PSF

2700 INDUSTRIAL AVE

2700 INDUSTRIAL AVE
FORT PIERCE, FL

CAP RATE	SALE DATE
N/A	Jun-24
TYPE	SIZE
Industrial	70,000 SF
YEAR BUILT	OCCUPANCY
1986	N/A



\$8,500,000 | \$121 PSF

2700 INDUSTRIAL AVE

2700 INDUSTRIAL AVE
FORT PIERCE, FL

CAP RATE	SALE DATE
N/A	Apr-22
TYPE	SIZE
Industrial	70,000 SF
YEAR BUILT	OCCUPANCY
1986	0%

TREASURE COAST SMALL-BAY PORTFOLIO

For an example of our marketing expertise, please use the link below to access our Offering Memorandum

Enter password: **PSCW-KK**

TREMENDOUS RENTAL UPSIDE

UNIT	Current Rent	Proposed Rent
WEST STUART BUSINESS CENTER - SUITE 001 - NEW LEASE	\$16.00	\$21.01
WEST STUART BUSINESS CENTER - SUITE 002 - NEW LEASE	\$16.00	\$20.60
WEST STUART BUSINESS CENTER - SUITE 003 - RENEWAL	\$18.16	\$21.00
WEST STUART BUSINESS CENTER - SUITE 011 & 012 - RENEWAL & 1	\$16.00	\$21.00

KEY INVESTMENT HIGHLIGHTS

- POTENTIAL INDUSTRIAL CONDO CONVERSION**
- NEARLY 40% OF THE EXISTING INDUSTRIAL SUPPLY WITHIN THE TREASURE COAST ECONOMIC DISTRICT CONSIST OF INDIVIDUALLY OWNED CONDO UNITS, THERE ARE ONLY TWO VACANT UNITS AVAILABLE ON THE ENTIRE PARK.**

TREASURE COAST SMALL-BAY PORTFOLIO

WEST STUART BUSINESS CENTER
PRADCO BUSINESS CENTER
GATLIN COMMONS BUSINESS CENTER

CUSHMAN & WAKEFIELD
CONFIDENTIAL OFFERING MEMORANDUM

SOUTH FLORIDA LOGISTICS & INDUSTRIAL

SERVICES

OCCUPIER

- » Tenant Representation
- » Supply Chain & Logistics Advisory
- » Location & Labor Analytics
- » Project & Development Services
- » Facility Services
- » Corporate Sustainability Services

INVESTOR

- » Capital Markets
- » Agency Leasing
- » Asset Services
- » Valuation & Advisory
- » Project & Development Services
- » Energy & Sustainability Services

SPECIALTIES

- » Automotive
- » E-Commerce
- » Ports & Intermodal
- » Third-Party Logistics (3PL)
- » Build-to-Suit
- » Food & Beverage
- » Rail

6.5 MSF+
2023 REPRESENTED

40+
YEARS IN SOUTH FLORIDA

\$532M+
2023 TRANSACTION VALUE

REPRESENTED CLIENTS



FLORIDA'S LEADING RETAIL INVESTMENT SALES TEAM

Led by three senior investment sales professionals, the team has closed over \$4.5B in transactions since 2015. With deep industry expertise and a keen understanding of Florida's dynamic retail market, they consistently attract both established and new investors. By guiding them through key underwriting assumptions, the team strategically maximizes value and enhances portfolio performance.

\$4.5B

IN RETAIL INVESTMENT
SALE ASSIGNMENTS

19.6M

SQUARE FEET

128

COMPLETED SALES

RELEVANT TEAM TRANSACTIONS



PRE-MARKETING

POMPANO CITI CENTER
POMPANO BEACH, FL
562,567 SF



NEGOTIATING

RIVER MARKET
FORT LAUDERDALE, FL
159,677 SF



UNDER AGREEMENT

CARNIVAL HQ
DORAL, FL
699,574 SF



UNDER AGREEMENT

PINEWOOD SQUARE
LAKE WORTH, FL
204,002 SF



SOLD

MARKETPLACE & ALTAMONTE
ALTAMONTE, FL
336,431 SF



SOLD

THE PLAZA
ORLANDO, FL
102,166 SF



SOLD

BRIDGE LAND
DORAL, FL
10+ ACRE DEV SITE



SOLD

1600 PINES
PEMBROKE PINES, FL
118,207 SF



SOLD

SHADOWOOD SQUARE
BOCA RATON, FL
237,498 SF



SOLD

LIFETIME FITNESS
CORAL GABLES, FL
127,493 SF



SOLD

EVE AT THE DISTRICT
MIAMI, FL
60,889 SF



SOLD

222 CLEMATIS
WEST PALM BEACH, FL
32,564 SF

02 QUALIFICATION

C&W FLORIDA

ASSET SERVICES

C&W MANAGES MORE THAN 1.1 BILLION SQUARE FEET OF CORPORATE, PUBLIC, INSTITUTIONAL & PRIVATE CLIENTS.

We intimately understand our clients' real estate vision and deliver tailored, best-in-class solutions that maximize return on investment and create an engaging experiences. Our property managers enhance and protect asset value by minimizing operating costs, increasing efficiencies and providing exceptional service to both clients and tenants.

C&W employs industry best practices and leverages our experienced, talented teams to ensure our clients' businesses thrive in the ever-changing real estate landscape. C&W exercises a nimble approach to Asset Services, ensuring each account is tailored to ensure maximum measurable real estate outcomes.

MANAGEMENT THAT MAXIMIZES PORTFOLIO VALUE

We leverage our firm's worldwide relationships, market intelligence and proven best practices to:

ENSURE A SEAMLESS TRANSITION

Our dedicated efforts around the transition of properties into our management portfolio provide unmatched compliance oversight, quality control and support for your business.

DELIVER ACCURATE AND TIMELY FINANCIAL REPORTS

From complex accounting and reporting needs to processing day-to-day transactions, our Client Accounting team creates reports that help you make informed short-and-long-term business decisions.

ENHANCE BUILDING SYSTEM LIFE AND RELIABILITY

Our Engineering Operations team takes a proactive approach to building operations and maintenance to reduce costs, mitigate risk, and foster safe and comfortable work environments.

OPTIMIZE OPERATIONAL PERFORMANCE

We work diligently with our Sustainability Services team to implement actionable sustainability solutions that transform your properties into energy-efficient assets.

CREATE ENGAGING WORKPLACE EXPERIENCES

Through the convergence of experiential management and innovative technology, we design tenant engagement programs that meet the unique needs of each tenant mix and boost ROI.

LEVERAGE KEY TECHNOLOGY

We don't use technology for technology's sake. Our solutions save time and resources, streamline operations, and positively impact building performance, tenants and the environment.

FLORIDA BY
THE NUMBERS

112+ MSF
MANAGED

300
PROFESSIONALS

U.S. BY
THE NUMBERS

354 MSF
OFFICES MANAGED

1,000+
CLIENTS

5,400
ASSETS MANAGED

C&W TREASURE COAST PRESENCE

ASSET MANAGEMENT

C&W HAS A DOMINANT TREASURE COAST PRESENCE REPRESENTING OVER 2MSF OF INDUSTRIAL, FLEX, AND MEDICAL OFFICE FOR THE COUNTRY'S PREMIER OWNERS/TENANTS.



AMAZON
8696 MIDWAY ROAD

Port St. Lucie, FL

TYPE
Industrial

SIZE
1,080,306 SF

LANDLORD
Nuveen



645 NW
ENTERPRISE DRIVE

Port St. Lucie, FL

TYPE
Flex/Industrial

SIZE
28,800 SF

LANDLORD
Mapletree US Management



651 NW
ENTERPRISE DRIVE

Port St. Lucie, FL

TYPE
Flex/Industrial

SIZE
19,968 SF

LANDLORD
Mapletree US Management



200 S KINGS
HIGHWAY

Fort Pierce, FL

TYPE
Industrial

SIZE
664,176 SF

LANDLORD
Affinius Capital



7440 COMMERCIAL
CIRCLE

Fort Pierce, FL

TYPE
Industrial

SIZE
60,000 SF

LANDLORD
ABC Supply Co Inc



SEBASTIAN MOB
801 WELLNESS WAY

Sebastian, FL

TYPE
Medical Office

SIZE
34,681 SF

LANDLORD
Anchor Health Properties

02 QUALIFICATION



As a leading Integrated Facilities Services and Management Company, we provide innovative self-performed services to a diverse portfolio of clients and market segments.

13,000 EMPLOYEES **600** CLIENTS **600 MSF** MANAGED



BUSINESS
LIFE SCIENCES

MANUFACTURING
LEISURE & ENTERTAINMENT

EDUCATION

LOGISTICS
GOVERNMENT

TRANSPORTATION
HEALTHCARE

WHO WE ARE

At C&W Services, we believe in creating spaces that foster productivity, well-being, and innovation. Our organization is built on a foundation of reliability, service excellence, and a commitment to progress. We are driven by the belief that well-maintained environments empower people to do their best work, and we take pride in enhancing the daily experiences of those who rely on our services.

Guided by integrity and a people-first mindset, we continuously evolve to meet the ever-changing needs of modern workplaces. Sustainability, diversity, and technological innovation are at the core of our approach, ensuring we deliver solutions that are not only efficient but also forward-thinking.

With a culture rooted in collaboration, grit, and excellence, C&W Services goes beyond facility management - we create lasting value for the people and communities we serve.

- » **Janitorial Maintenance**
- » **Production Maintenance**
- » **Office & Mailroom**
- » **Controlled Environments**
- » **Landscaping & Exterior**

SELECT LOCAL CLIENTS



WHY C&W SERVICES?

EXPERTISE & RELIABILITY

Backed by Cushman & Wakefield, a global leader in commercial real estate, with a track record of high client retention and industry-leading experience.

COST & EFFICIENCY OPTIMIZATION

Reducing operational expenses through advanced maintenance programs, predictive analytics, and AI-driven solutions.

INNOVATION & SMART TECHNOLOGY

Leveraging IoT-based monitoring, CMMS integration, automation, and AI-enhanced janitorial services for improved efficiency.

SUSTAINABILITY & COMPLIANCE

Green cleaning, LEED certification, energy efficiency programs, and strict adherence to OSHA standards to ensure environmental responsibility and workplace safety.

SCALABILITY & CUSTOMIZATION

Tailored service solutions to meet the needs of single facilities or nationwide portfolios, with flexible and adaptive strategies.

WORKFORCE EXCELLENCE

Investing in training, employee development, and commitment to a highly skilled, engaged, and inclusive workforce.

24/7 SUPPORT & PROVEN RESULTS

Round-the-clock emergency response, rapid issue resolution, and a history of delivering measurable cost savings and operational improvements.

HEALTHCARE ADVISORY PLATFORM

C&W's Healthcare Advisory Platform currently provides North American healthcare organizations with strategic and transformational real estate services that directly affect positive business outcomes. More than 300 real estate specialists drawn from a variety of real estate disciplines, including consulting, brokerage, project management, property/ facilities management, and valuation, help clients make decisions that enhance patient care and accessibility, generate efficiencies across their platforms, and maximize the value of their real estate. In short, we assist in aligning real estate with healthcare missions and ensuring that their real estate assets perform as assets, enhancing the value of the healthcare mission. Our expertise in the healthcare industry, combined with deep local market knowledge, strong relationships with health systems, physician practices, and other healthcare providers, allows for rapid response to our healthcare clients' needs.

39 MSF

**UNDER
MANAGEMENT**

Healthcare Assets

300+

**HEALTHCARE
ADVISORY
PROFESSIONALS**

Across Multiple Service Lines

\$1.8M

**AVERAGE
TRANSACTION VALUE**

Landlord & Tenant
Representation Leasing

\$1.5B

**INVESTMENT SALES,
DEBT & STRUCTURED
FINANCING**

Healthcare & Senior Housing

**Statistics represent a three-year average*

STARK/ANTI- KICKBACK COMPLIANCE

Our approach to advising our healthcare clients is informed and guided by our knowledge of Stark and Anti-Kickback and other healthcare regulatory compliance requirements and best practices developed as a result of working with these clients for 20+ years. In any valuation or transaction involving referral sources, we follow our client's prescribed compliance protocols, which often include procuring Fair Market Value Studies (from arm's length, MAI-certified appraisers); ensuring that all Safe Harbor requirements are met; and providing associated documentation to appropriate client entities to help support their record-keeping.

SERVICES

- » Ambulatory Strategy
- » Strategic Advisory and Real Estate Planning
- » Portfolio Management and Optimization
- » Landlord Representation and Marketing
- » Tenant Representation and Marketing
- » Transaction Management
- » Property and Facility Management
- » Capital Markets
- » Compliance Management
- » Valuations and Advisory
- » Project and Development Management

LOCAL MARKET KNOWLEDGE & EXPERIENCE

WE KNOW PORT ST. LUCIE

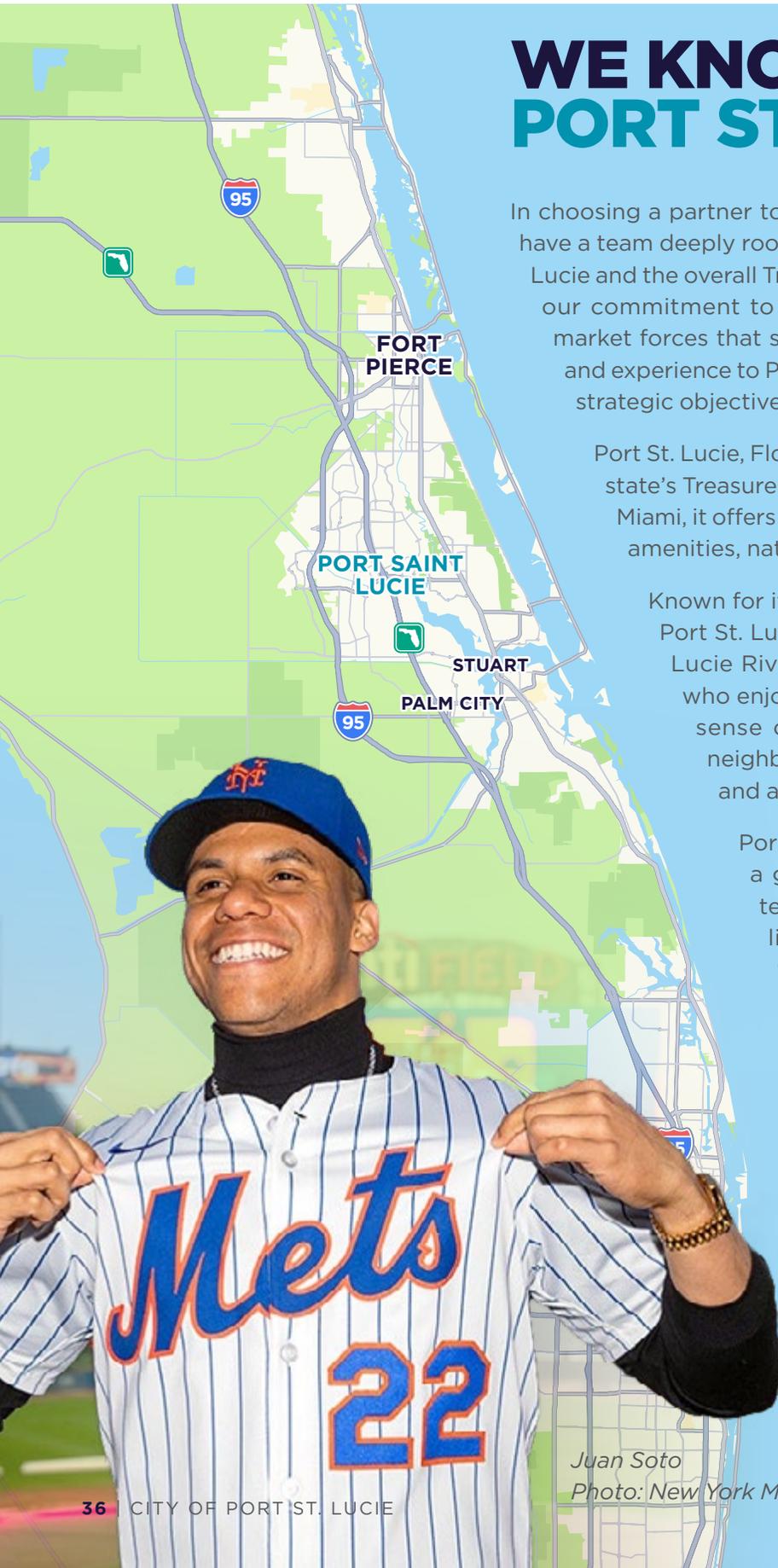
In choosing a partner to be your Real Estate provider, it is essential to have a team deeply rooted and knowledgeable about all things Port St Lucie and the overall Treasure Coast. The next few pages demonstrate our commitment to this market, our deep understanding of the market forces that shape it and how we will bring those resources and experience to Port St Lucie's leadership team to accelerate your strategic objectives.

Port St. Lucie, Florida, is a vibrant and rapidly growing city on the state's Treasure Coast. Ideally positioned between Orlando and Miami, it offers residents and visitors a perfect blend of modern amenities, natural beauty, and a relaxed coastal lifestyle.

Known for its lush landscapes and abundant green spaces, Port St. Lucie is home to over 40 parks and the scenic St. Lucie River, making it a haven for outdoor enthusiasts who enjoy boating, fishing, and hiking. The city's strong sense of community is evident in its well-planned neighborhoods, diverse dining and shopping options, and a calendar full of local events and festivals.

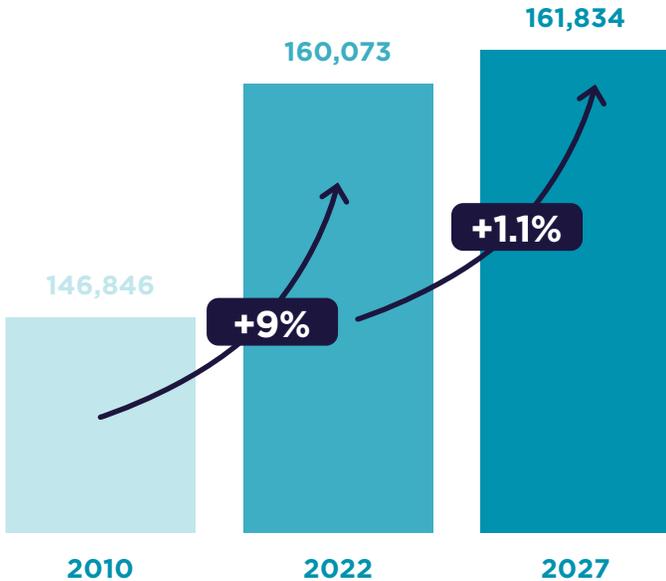
Port St. Lucie also boasts a thriving economy, with a growing focus on healthcare, education, and technology. The presence of research institutions like the Florida Center for Biosciences and a flourishing business environment have made it an attractive destination for entrepreneurs and established companies alike. Additionally, the city is known for being the spring training home of the New York Mets, drawing sports fans from all over.

With easy access to major highways and airports, Port St. Lucie offers a high quality of life with a lower cost of living compared to South Florida's metropolitan areas. Whether you're looking for a place to work, play, or retire, Port St. Lucie delivers a unique mix of growth, opportunity, and natural charm.



Juan Soto
Photo: New York Mets

WE KNOW HOW TO EFFECTIVELY TELL THE IMPRESSIVE GROWTH STORY TO CONTINUE TO ATTRACT NEW BUSINESS AND CAPITAL TO PORT ST. LUCIE.



ECONOMIC GROWTH SPURRED BY RAPID POPULATION BOOM & GROWING NUMBER OF ESTABLISHMENTS

9.3%
5-YEAR HOUSING GROWTH RATE

37.2%
HAVE A BACHELOR'S DEGREE OR HIGHER

9.0%
POPULATION GROWTH OVER THE LAST 12 YEARS

66.5%
RESIDENTS OWN THEIR HOME

17.2%
AVG INCOME GROWTH OVER THE NEXT 5 YEARS

MARKET COMPARISON

	TREASURE COAST	SOUTH FLORIDA
POPULATION GROWTH (2010 - 2022)	18.4%	12.1%
COMMUTERS	13.5%	2.8%
HOUSING PERMITS (2016 - 2021)	33,814	125,687
NET MIGRATION (2016 - 2021)	+70,900	+198,200
ZILLOW VALUE HOME INDEX	+23.1% YOY	+24.6% YOY

Sources: Hydra (sourced from ESRI, Zillow.com/research/data, FLDEO, Moody's Precip Reports)

MSA COMPARISON

	PORT ST. LUCIE MSA	MIAMI-FT. LAUDERDALE BEACH MSA
POPULATION		
2022	501,413	6,239,688
OWNER OCCUPIED UNITS		
2022	66.5%	51.7%
2027	67.7%	51.6%
AVERAGE HOME VALUE		
2022	\$326,479	\$419,321
2027	\$365,916	\$453,118
MEDIAN HOME VALUE		
2022	\$274,535	\$351,688
2027	\$307,894	\$379,886
MEDIAN RESIDENTIAL MONTHLY RENT		
2022	\$2,317	\$2,788

TREASURE COAST

INDUSTRIAL MARKET OVERVIEW

The Treasure Coast industrial market closed 2024 with a 15.6% vacancy rate, reflecting a 40 basis point (bps) decline year-over-year (YOY). After reaching a near-record low of 2.4% in late 2022, vacancy rates surged due to a wave of new construction. Over the past two years, 7.8 million square feet (msf) of new development were completed, expanding the market's total inventory by 26.9%. Following this historic influx of supply, projects under construction noticeably slowed to 866,501 square feet (sf) at year end. Nearly 300,000 sf of the new industrial projects broke ground in 2024, the lowest level in five years.

Despite back-to-back record years for net absorption in 2023 and 2024, nearly half of the newly delivered space remained vacant, contributing to the elevated vacancy rate. However, vacancy is expected to normalize as the remaining new supply gets leased and absorbed, including the 1.1 msf South Florida Logistics Center Building 1.

Leasing activity surged past 2.9 msf in 2024, far surpassing the previous record set in 2021 and highlighting a wave of strong demand. Major deals included BroadRange Logistics' 1.0 msf lease at Interstate Crossroads Logistics Center and Syngenta's 850,000 sf sale-leaseback at 7145 58th Ave. Power Systems Manufacturing also leased 184,930 sf at the newly completed South Florida Gateway Distribution Center. At year end, the overall average asking rental rate reached \$12.05 per square foot NNN, marking an 11.3% YOY increase and a 40.0% rise from 2019.

29.2 MSF
INVENTORY

15.6%
VACANCY RATE

\$12.05
NNN ASKING RENT

\$203M
SALES VOLUME

\$115
AVERAGE
SALES PRICE

Year	NNN Rent	Vacancy Rate	Net Absorption	Deliveries	Under Const.	Sales Volume	Price per SF
2015	\$6.70	5.9%	274,788	21,167	-	16,558,774	\$60
2016	\$6.67	3.7%	418,338	-	25,440	27,731,238	\$63
2017	\$7.27	3.3%	125,874	45,440	24,992	60,804,824	\$64
2018	\$7.84	2.9%	321,810	269,042	83,250	57,046,179	\$69
2019	\$8.61	3.0%	110,722	119,585	1,085,382	35,926,500	\$74
2020	\$8.80	4.7%	647,367	1,045,382	279,940	66,278,020	\$84
2021	\$9.98	2.9%	922,242	548,555	1,225,458	350,392,297	\$102
2022	\$10.37	2.4%	149,551	43,625	7,034,820	168,444,513	\$108
2023	\$10.83	16.0%	1,370,429	5,089,470	3,314,473	81,904,014	\$108
2024	\$12.05	15.6%	2,409,857	2,743,928	866,501	203,150,787	\$115

TREASURE COAST INDUSTRIAL EXPLOSION

UNDER CONSTRUCTION / RECENTLY COMPLETED

 <p>1 Kings Highway Industrial Park ±20,000 SF</p>	 <p>2 South Florida Logistics Center ±1,103,203 SF</p>	 <p>3 Kings Logistics Center ±638,000 SF</p>	 <p>4 3800 Crossroads ±211,547 SF</p>	 <p>5 Interstate Crossroads Business Center ±1,013,650 SF</p>
 <p>6 Enterprise Drive ±20,000 SF</p>	 <p>7 Legacy Park at Tradition 5,400,000 SF</p>	 <p>8 SW Sand Trail ±48,000 SF</p>	 <p>9 7916 SW Jack James Drive ±90,000 SF</p>	 <p>10 South Martin Industrial Park ±96,000 SF</p>

PROPOSED

 <p>1 Orange 95 Commerce Center ±761,091 SF</p>	 <p>2 Kings Highway Commerce Park ±1,500,000 SF</p>	 <p>3 Glades Logistics Park ±330,000 SF</p>	 <p>4 Glades Commerce Center ±287,500 SF</p>
 <p>5 Traditions Commerce Park ±558,588 SF</p>	 <p>6 Warehomes at Tradition ±406,944 SF</p>	 <p>7 Sands Commerce Center (Phase 4) ±466,000 SF</p>	 <p>8 South Florida Gateway Distribution ±750,000 - 1.5 MSF</p>

MAJOR EMPLOYERS & DISTRIBUTION CENTER

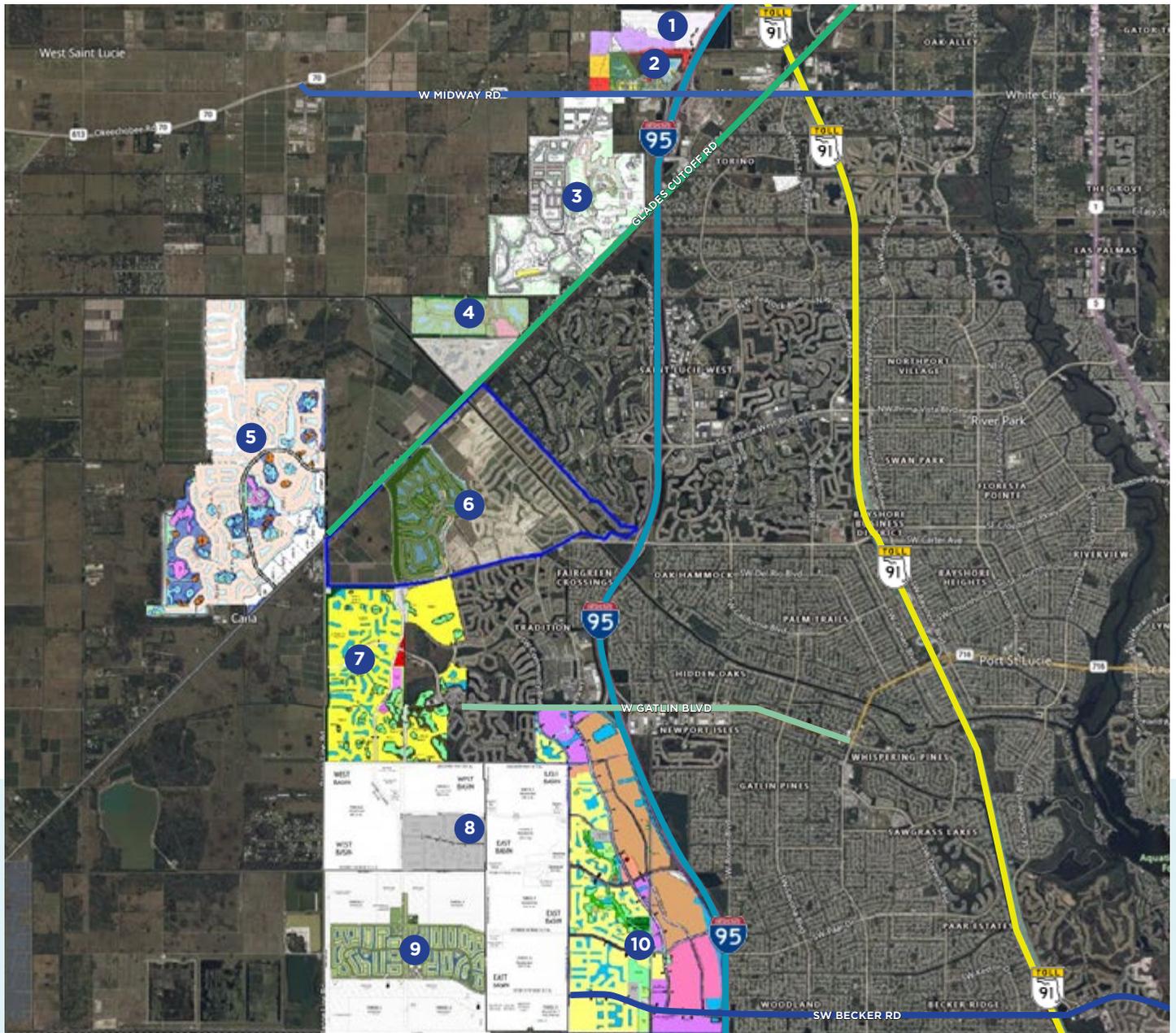
Florida's Treasure Coast has quickly become a refuge for those seeking relief from escalating prices in housing, commercial real estate and commerce. As land scarcity and the demand for industrial development continues, more top industries are recognizing the benefit of establishing locations in the Treasure Coast region. Some major employers include:



PORT ST. LUCIE | ST. LUCIE COUNTY PATH OF GROWTH

We recognize that the significant growth in recent years stems from development rights granted over 20 years ago. The City’s goal is to manage this growth strategically and efficiently, and C&W is committed to partnering with you to achieved these objectives.

Our land team actively monitors growth trends and proposed updates to the County’s comprehensive plan. We will work closely with you to evaluate how these changes may affect the City’s transportation and infrastructure network.



TOTAL

10,106,250
INDUSTRIAL
UNITS

3,689,135
RETAIL
UNITS

3,043,153
OFFICE
UNITS

3,936,756
COMMERCIAL
UNITS

54,314
RESIDENTIAL
UNITS

1,051
HOTEL
KEYS

PATH OF GROWTH MAP KEY

MAP #	DEVELOPMENT	ENTITLEMENTS	USE
1	Village at Midway	TBD	TBD
2	Koa Bay	1,000 residential units 600,000 sf commercial	Residential & Commercial
3	Wylde	4,000 residential units 725,000 sf commercial	Residential & Commercial
4	Astoria Lulfs Grove	13,500 residential units 200,000 sf retail 50,000 sf commercial	Residential, Retail, & Commercial
5	Oak Ridge Ranches	7,690 single family 2,00 multifamily 650,000 sf commercial	Single Family, Multifamily, & Commercial
6	Verano	7,200 single family	Single Family
7	Western Grove	4,000 residential units	Residential
8	Riverland	11,700 residential units 892,668 sf retail 327,327 sf commercial	Residential, Retail, & Commercial
9	Wilson Groves/Sundance	5,775 single family 1,925 multifamily 1,361,250 sf industrial 765,00 sf retail 1,583,250 sf office 382,872 sf commercial	Single Family, Multifamily, Industrial, Retail, Office, & Commercial
10	Southern Grove	7,674 residential units 8,745,000 sf industrial 1,831,465 sf retail 1,409,903 sf office 1,051 sf hotel 1,201,557 sf commercial	Residential, Multifamily, Industrial, Retail, Office, & Commercial

NOTABLE TRANSACTIONS COMPLETED IN/FOR PORT ST. LUCIE



PORT DISTRICT / RIVER GARDEN

Port St Lucie, FL

±20,000 dining experience being curated by Miami based group sourced by Ken Krasnow

SIZE
±1.0 Acres

CLIENT
City of Port St Lucie



8900 GLADES CUT OFF ROAD

Port St. Lucie, FL

Disposition to “new-to-market” Miami Floral company/user. Sold above appraised value

TYPE
Land

SIZE
4.65 Acres

CLIENT
City of Port St Lucie



SUNRISE GROVE

Palm City, FL

Sold 1,700 acre former “Kings Ranch” site to Ashley Capital in 2021 to be developed into a mixed use commercial corridor with a bridge to be developed connecting with the Southern Grove Jobs corridor.

TYPE
Land/AgTech
Industrial

SALE PRICE
\$25M

SIZE
1,700 Acres

CLIENT
Kings Ranch /
Ashley Capital

02 QUALIFICATION

**SOUTHERN GROVE
LAND SITES
SOLD/UNDER
CONTRACT**

**KEN KRASNOW
LED THE TEAM FOR
MATTAMY HOMES
THAT HAS SOLD
NUMEROUS
COMMERCIAL SITES
IN TRADITION AND
CURRENTLY HAS
A NUMBER UNDER
CONTRACT.**

SG - 11
±15.5 ACRES

SALE PRICE
\$7.5M (\$500k/Acre)

BUYER
Elevation Development

SG - 10
±24.1 ACRES

SALE PRICE
\$16.6M

TYPE

- 175k Storage/Warehouse (\$550k/Acre)
- 215 Townhomes / 116.8 Acres (\$750k/Acre)

BUYER

- Farrell
- Eden

SG - 8A/B
±41.4 ACRES

SALE PRICE
\$21.6M

TYPE
Retail & Residential

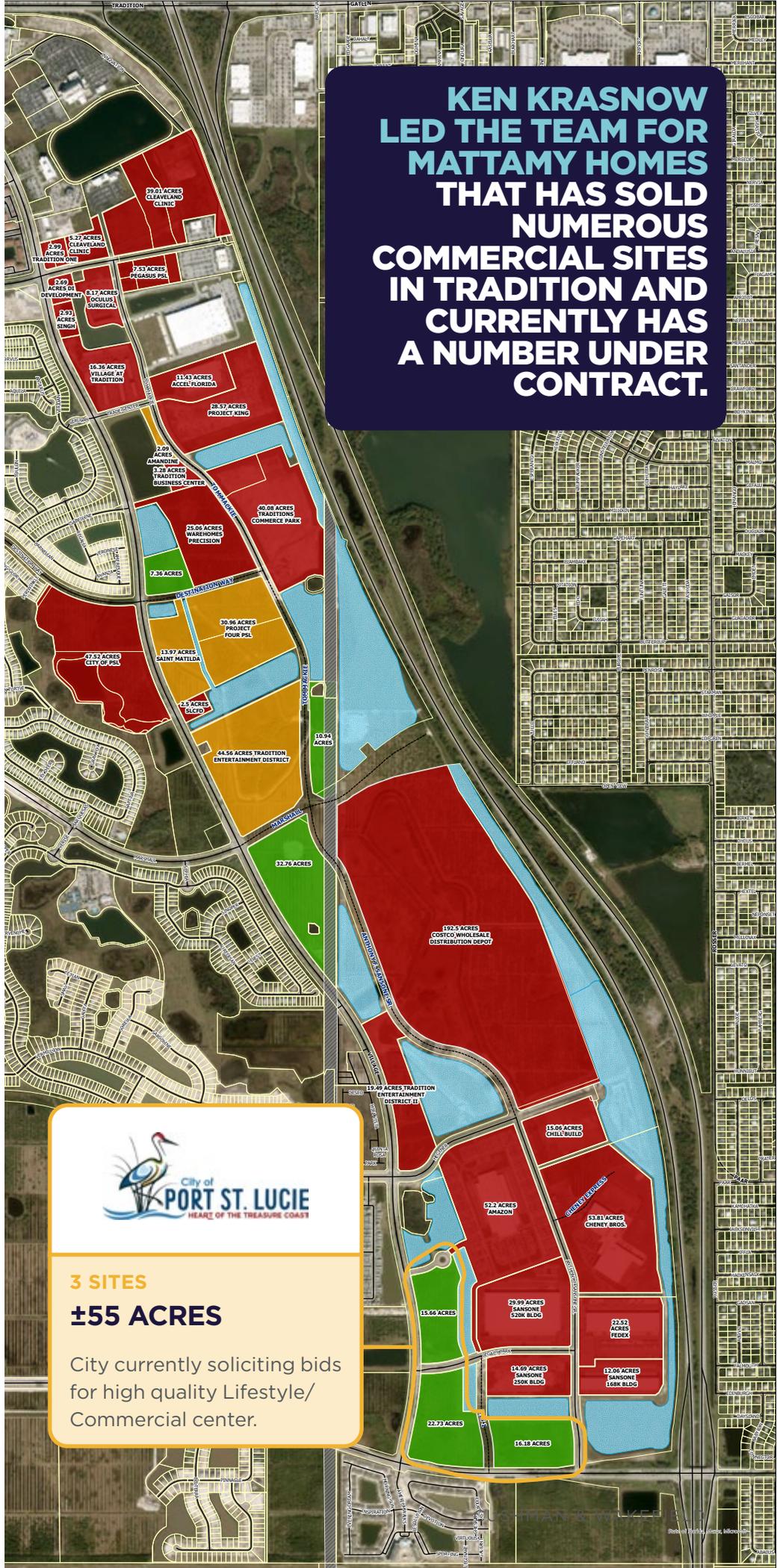
BUYER
Altman & Banyan

SG - 7B
±58.5 ACRES

SALE PRICE
\$750 - 800k/Acre

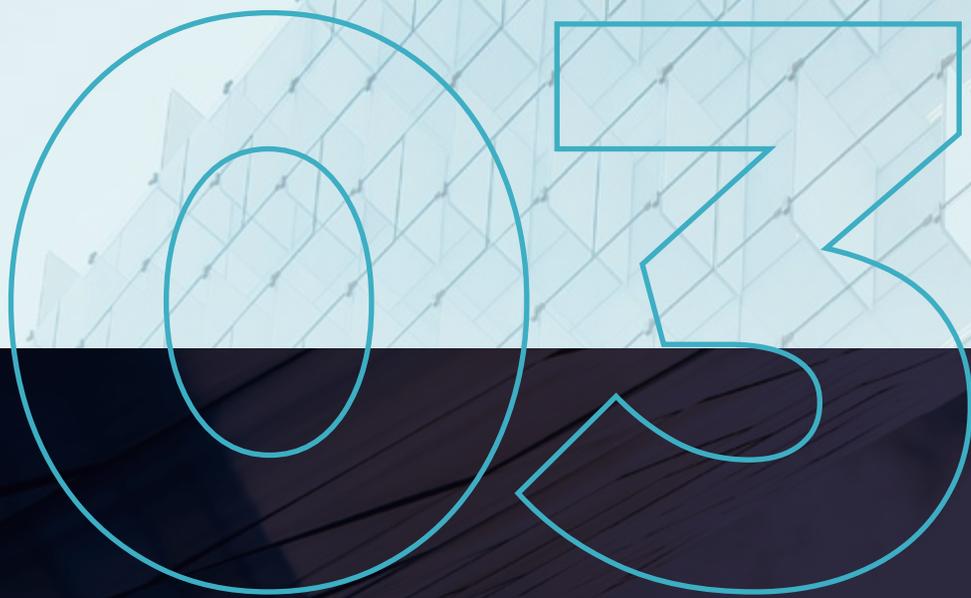
TYPE
Retail & Residential

BUYER
Under Contract to
Various Buyers



3 SITES
±55 ACRES

City currently soliciting bids for high quality Lifestyle/ Commercial center.



MARKETING SALES, OPERATIONS PLAN

This section should outline the Proposer's comprehensive plan for achieving the project's objectives. It must detail the methods for planning, organizing, scheduling, coordinating, and managing the overall effort. The proposal should include a strategic plan for marketing and selling City-owned properties, addressing the following key aspects:

- Identification of the key contact or primary point of communication for the account.
- Marketing strategy and campaign approach for promoting the properties and generating interest in their sale.
- Technical expertise, as well as the size and organizational structure of the brokerage firm.

KEY CONTACT



Ken Krasnow, *Vice Chair - Public Institutions*, will be the primary point of communication for the account. Ken was primary point of contact for City's current brokerage contract and will resume these duties for C&W. Ken has been working in/with the City of Port St Lucie for over a decade beginning with working with former City Manager Russ Blackburn and his team on the former VGTI facility (now Cleveland Clinic/FIU Center for Research). He is passionate about helping the City achieve it's goals and will have the full complement of C&W's vast network of resources at his disposal.

TECHNICAL EXPERTISE

FLORIDA COVERAGE

C&W is a market leader in Florida, consistently ranked as the state's top brokerage firm and property management teams. C&W has grown to employ over 1,000+ employees in eight C&W offices across the state who provide expertise across all the company's integrated services. Much of this success is owed to our culture of collaboration across service lines and markets. Our integrated model allows early engagement by C&W's consulting, workplace, and project and development services subject matter experts which in turn informs the real estate process and benefits our clients' lease negotiations. When you engage us, we'll leverage our regional, statewide, and national resources to help Port St. Lucie achieve your real estate goals.



MARKET SHARE IS THE BEST METRIC TO MEASURE RELATIVE EXPERIENCE AND IN FL, C&W HAS MORE THAN TWICE THE MARKET SHARE OF ITS NEXT CLOSEST COMPETITOR.



46
YEARS IN
FLORIDA



7
OFFICES
STATEWIDE



1,000+
EMPLOYEES



\$11.3B*
2023 TRANSACTION
VALUE * USD



11.2 MSF
MANAGED

ACCOUNT TEAM

We know the right relationships make the difference – it is a crucial factor in meeting your objectives. C&W is excited to introduce Port St Lucie to our dedicated Account Team, presented on the following page, designed to deliver expert advice for the strategic development, management, and execution of the City’s strategic objectives. C&W offers the City a multi-disciplined team with experience and specialization representing private and public sector clients in lease transactions, portfolio strategy and real estate consulting.

The C&W Account Team is proud of our strong history serving clients with needs very similar to the City’s, as well as many public sector clients throughout Florida. As detailed in the case studies and portfolio of work, we have extensive experience providing services consistent with those required in the Scope of Work.

Our Account Team will bring a collaborative approach that is strategic and forward-thinking, allowing the City to have a proactive real estate strategy.

We believe C&W is uniquely qualified for this assignment as our Account Team consists of experts with vast public sector experience in the Treasure Coast and State of Florida. Our team is a market leader in Florida, consistently ranked among the state’s top brokerage firms. With over 1,000 employees statewide, our clients range from start-ups looking for their first office and well-established Fortune 500 firms, to landlords and investors focused on optimizing the value of their real estate. We have experts across every product type and service to provide the City with the real estate services needed to ensure successful execution of key transactions across your portfolio. Drawing from this foundation, we combine our global perspective and deep local knowledge with an impressive platform of real estate solutions to deliver successful results to our clients.

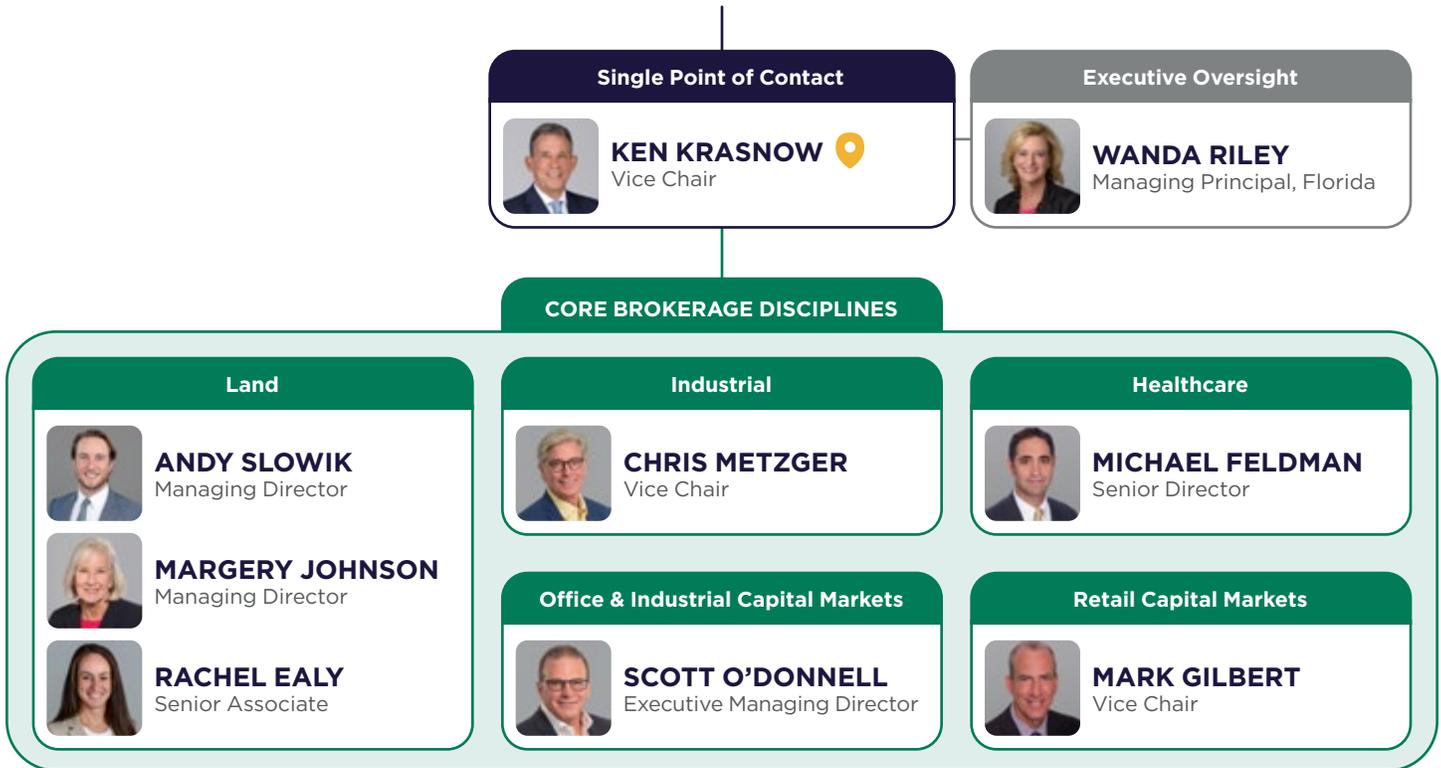
Our platform was created to provide scalable solutions and is fully capable of addressing changes in the City’s volume requirements, regardless of the project or location. We do not hand-off assignments. The Account Team will work on every project, regardless of size, ensuring consistent delivery. With the right people in the right roles, and consistent processes ready to be implemented, we can hit the ground running and get to work right away.

The organizational chart that follows reflects our proposed Florida-based Account Team for this assignment. Resumes for all of the Florida-based team members are included after the organizational chart. Ken Krasnow (a Treasure Coast resident) will serve as the Account Executive, respondent Single Point of Contact and Contract Representative as defined in the RFP. In his role as Account Executive for the team, he will work closely to lead the team and ensure all necessary resources are deployed to ensure maximum success under the contract. Ken is a 35+ year veteran of the commercial real estate industry, lives on the Treasure Coast, has a long history of success in Port St. Lucie and is on the Board for the St Lucie County Economic Development Council. He has held top leadership positions at several commercial real estate firms in both South Florida and New York City. He is widely regarded as the top public sector real estate executive in the State of Florida having worked for various municipalities including the YMCA of South Florida, Indian River & Sarasota Counties, The School Board of St Lucie County and numerous other public institutions.

In addition to the Account Team described above, C&W will integrate the talents of our Subject Matter Experts which includes Facilities Management; Portfolio Lease Administration; Technology Solutions; Transition; C&W’s Public Sector Advisory Services Group; Consulting; and Energy and Sustainability Consulting. Each of these groups (as needed on a transaction-by-transaction basis) would partner closely with the Account Team to ensure seamless, cost-effective and efficient real estate solutions for the City.

ACCOUNT TEAM

Treasure Coast Resident



CUSHMAN & WAKEFIELD PLATFORM RESOURCES





KEN KRASNOW

VICE CHAIR, PUBLIC INSTITUTIONS - FLORIDA

+1 954 377 0484 | ken.krasnow@cushwake.com

PROFESSIONAL EXPERTISE

Ken started his commercial real estate career in 1987 with Cushman & Wakefield in New York City, spending nearly 20 years with the firm. Throughout his career, he has served in a variety of market leadership roles in New York and Florida, helping businesses recruit talent and produce record revenue streams and transaction volume. Most recently, he served as Vice Chairman for Collier International's Institutional Investor Services platform in Florida and was responsible for the procurement of new public sector clients and direct oversight of over 40 key accounts.

PROFESSIONAL AFFILIATIONS

- Downtown Development Authority - Greater Fort Lauderdale
- International Council of Shopping Centers (ICSC)
- Urban Land Institute (ULI)
- Business Development Board of Palm Beach County
- President, Commercial Industrial Brokers of South Florida (CIASF)
- Corporate Advisory Board - Debbie's Dream Foundation
- Council for Educational Exchange - Executive PASS Program
- Fort Lauderdale Chamber of Commerce
- NAIOP | Commercial Real Estate Development Association

COMMUNITY INVOLVEMENT

- Named one of the "Florida 500" influential business leaders by Florida Trend
- Named "Power Leader" by South Florida Business Journal
- Named one of Real Estate New York's "Top 40 Under 40"
- Recognized as one of the "Next Great Leaders" by Real Estate Forum
- Recipient of the Percy Douglass Award by Friends of Island Academy
- Winner of the Royal Poinciana Community Leadership award by Debbie's Dream Foundation
- Listed as one of "Top 50 Leaders in Commercial Real Estate" by Real Estate WeeklyKen

EDUCATION

- Graduate Real Estate Studies, New York University
- B.A. Finance, Emory University



ANDY SLOWIK
MANAGING DIRECTOR

+1 407 541 4428 | andrew.slowik@cushwake.com

PROFESSIONAL EXPERTISE

Andy Slowik serves as Co-chair of C&W's National Land Advisory Group as well as Managing Director of Cushman & Wakefield's Florida Land Advisory Team. Specializing in acquisition and disposition services for a wide range of property types and sizes, from infill sites to Master Planned Communities. Andy leads a Florida-based team that handles assignments throughout the Southeast, partnering with colleagues across the region. Collectively, the team has completed more than 375 land transactions, representing over 41,550 acres and exceeding \$2.35 billion in land transaction volume.

CLIENTS SERVED

- AdventHealth
- Bacardi
- BTI Partners
- Drapac Capital Partners
- East Group
- Rayonier
- Wells Fargo
- Whitney Bank
- Wood Partners

MAJOR TRANSACTIONS

- Governors Park Development of Regional Impact (BTI Partners): 3,300 acres, Clay County, FL, \$85M
- Holy Land Infill Redevelopment site: 14 acres, \$32M
- Lakeland Logistics Park: Entitled for 1,100,000 sf of Industrial, \$26M
- Orlando College of Osteopathic Medicine & Student Housing, \$17M
- Roll out of Medical Portfolio Strategy and Acquisitions: 14- locations

PROFESSIONAL AFFILIATIONS

- ULI Florida community Development Product Council
- AFCD
- NAIOP
- ICSC

PROFESSIONAL RECOGNITION

- Top Land Producer, NAIOP Central Florida

EDUCATION

- Finance and Real Estate, University of Central Florida



CHRIS METZGER, SIOR

VICE CHAIR

+1 954 938 2608 | chris.metzger@cushwake.com

PROFESSIONAL EXPERTISE

Chris Metzger joined the Cushman & Wakefield Fort Lauderdale office in 1983 to form the industrial and land department. He is now one of South Florida's leading commercial/industrial sales and leasing agents. Mr. Metzger serves as Executive Managing Director his South Florida Industrial Team which includes Rick Etner, Christopher Thomson, Matthew McAllister, Eric Cantor, Julie Miller and Katie Bowie. They dominate the South Florida industrial and land market. He holds an SIOR (Society of Industrial and Office REALTORS) designation, and has been the top producing industrial broker in Cushman & Wakefield's Fort Lauderdale office every year since 1984.

CLIENTS SERVED

- American Standard
- Apotex
- Becknell Industrial
- BlackRock
- Bristol Group
- Cabot Properties
- CSX Realty
- EastGroup
- Exeter Property Group
- IDI
- GLP
- Kraft General Foods
- Prologis
- Prudential Property Company
- Sears
- Sensormatic Electronics Corporation
- Shell Oil Company
- Sony Corporation
- Tyco
- Watson
- Whirlpool Corporation

PROFESSIONAL AFFILIATIONS

- Society of Industrial and Office Realtors (SIOR)
- National Association of Industrial & Office Properties (NAIOP)

PROFESSIONAL RECOGNITION

- C&W Top Industrial Team- South Florida: 2000-2003, 2009, 2010, 2015, 2016, 2017, 2018, 2019
- C&W Top Producing Team in Broward & Palm Beach Counties: 2006, 2007, 2015-2019
- C&W Top Producer: 2011, 2012, 2016, 2017, 2018, 2019, 2020, 2021
- C&W Deal of the Year: 2015, 2020, 2021
- NAIOP Industrial Lease of the Year Finalist: 2016, 2021
- NAIOP Industrial Sale of the Year Finalist: 2018, 2020, 2021
- NAIOP Industrial Brokerage Team of the Year: 2006, 2007, 2017, 2018
- NAIOP Industrial Broker of the Year: 2004, 2006, 2008

COMMUNITY LEADERSHIP

- He was a past member of the Florida Bar Grievance Committee, the Stewardship (fundraising) and Chairman of St. Joseph's Episcopal Church.

EDUCATION

- Florida Atlantic University - Bachelor of Arts degree



SCOTT O'DONNELL
EXECUTIVE MANAGING DIRECTOR

+1 954 377 0474 | scott.odonnell@cushwake.com

PROFESSIONAL EXPERTISE

Scott O'Donnell is the Executive Managing Director and co-leader of the 12-person South Florida Capital Markets Team at Cushman & Wakefield ("C&W"). Specializing in delivery of complete property solutions including asset disposition, joint venture equity, new debt financing, debt restructuring and refinance for commercial real estate assets. Both Scott and the team have been perennial top producing among C&W brokers and recurring award winners through the National Association of Industrial and Office Properties ("NAIOP") (e.g., winner of Broker Team of the Year, Institutional Sale of the Year - Office, Sale of the Year - Mixed Use and Private Sale of the Year - Office for 2022).

Scott's career started with 10-years as a CRE appraiser with Coopers & Lybrand and Midlant Bank, Special Assets Department, concluding in the achievement of the MAI designation. He eventually shifted into CRE investment sales in 1995 while with Insignia ESG in Philadelphia. Scott later relocated to Boca Raton joining CBRE, Inc. in 1997 and then rejoined CBRE in 2004 after a three-year tenure at Trammell Crow Co - where he was the highest producing broker in Florida (2002) and the highest in South Florida (2003). While at CBRE, Scott ranked among the "Top 20" for all brokers statewide (2006, 2007, 2011 - 2015). With his lead, Scott's team was honored with the "Top 10" ranking award in 2009 - 2015, among 50+ IP teams nationally.

AWARDS AND RECOGNITION

- Ranked #1 Top Producer PB County - 2019, 2018 - Cushman & Wakefield
- Ranked Top 5 Producer PB County - 2021, 2020 - Cushman & Wakefield
- Ranked among the "Top 20" for all brokers statewide in 2006, 2007, and 2011 through 2015 - CBRE
- Scott's team was awarded the "Top 10" ranking in 2009 - 2015, among 50+ IP teams nationally - CBRE

EDUCATION

- BA, Easton University - Wayne, Pennsylvania



MICHAEL FELDMAN, CCIM

SENIOR DIRECTOR, SOUTH FLORIDA HEALTHCARE ADVISORY PRACTICE

+1 561 227 2063 | michael.feldman@cushwake.com

PROFESSIONAL EXPERTISE

Michael has more than 25 years of commercial real estate experience and serves as the Senior Director of the Florida Healthcare Advisory Practice. He represents major hospital systems, healthcare providers and medical office building owners throughout South Florida. Areas of expertise include agency leasing, tenant representation, site selection services, portfolio management, asset acquisitions and dispositions including sale/leaseback transactions. Previously, he served as the Director of Leasing for AW Property Co. where he managed six regional leasing teams representing +2.5 million SF of medical office buildings and professional office properties. Michael is a Certified Commercial Investment Member and a Florida real estate broker.

Recently assignments include identifying an off market redevelopment site on behalf of NYU Langone in downtown West Palm Beach. The planned project will consist of a new, 180K SF medical office tower. Construction to begin in 2025.

- Cleveland Clinic Florida
- NYU Langone Medical Center
- Tampa General Hospital
- HCA East Florida
- Rendina Healthcare Real Estate
- Alexandria Real Estate Equities
- Starwood Capital
- Flagship Healthcare Properties
- Onicx Development
- Clarion Partners
- TopMed Realty
- Fairway Investments
- MedProperties Holdings
- AEW Capital Management
- Palm Beach Orthopedic Institute
- iRISE Spine and Joint
- Unified Women’s Healthcare
- Genesis Care
- RadNet
- RayUS

PROFESSIONAL AFFILIATIONS

- Member of Palm Beach County Business Development Board
- Member of CREW Palm Beach County/Treasure Coast
- Member East Florida CCIM Chapter
- Member of PGA Corridor Association

COMMUNITY LEADERSHIP

- Team Leader in the annual MS Breakaway bicycle ride to support research funding to fight multiple sclerosis

EDUCATION

- University of Miami, Finance



MARK GILBERT

VICE CHAIR | RETAIL CAPITAL MARKETS LEADER, AMERICAS

+1 305 533 2856 | mark.gilbert@cushwake.com

PROFESSIONAL EXPERTISE

Mark Gilbert is Vice Chair and Leader of Cushman & Wakefield’s Retail Capital Markets Practice in the Americas. As team leader of Miami’s capital markets team, Mark is responsible for institutional-grade properties with a primary focus on retail assets located throughout the Southeast.

Mark joined Cushman & Wakefield in 1997 and has more than 30 years of experience in commercial real estate investment advisory and capital markets transactions. Mark has completed over 650 real estate sales and financings valued at more than \$7.75 billion over the course of his career at C&W for major corporate, institutional, and entrepreneurial owners.

Prior to Cushman & Wakefield, Mr. Gilbert co-founded and served as President and Principal of Venturvest Realty Corporation (“Venturvest”), a regional real estate service organization with offices throughout Florida. In his capacity at Venturvest, Mr. Gilbert was responsible for a portfolio of over four million square feet of property and was successful in completing nearly \$1 billion in disposition, financing, and lease transactions from 1992 through 1997. In 2021, Mark left C&W for a brief period to be CEO of ShopCore Properties and returned in May 2022 to re-join his partners Adam Feinstein and Mitch Halpern who he has worked with for twenty-five years.

CLIENT SERVED (PARTIAL LIST)

- AIG
- BlackRock
- Blackstone
- Brixmor
- Casto
- Clarion Partners
- DRA Advisors
- DWS
- EDENS
- Equity One
- Faison
- Federal Realty
- Forge Realty
- Global Fund Investments
- Guggenheim Partners
- Jamestown Properties
- JPMorgan
- Inland
- Investcorp
- Inventrust
- Kimco
- Kite Realty
- New England Development
- Nuveen
- Principal Global Investors
- PGIM
- RAM Realty
- Ramco Gershenshen / RPT
- Regency Centers
- Related Companies
- RPAI
- RPT
- Sembler
- ShopCore Properties
- Site Centers
- Sterling Organization
- Stockbridge
- Terra
- Terranova
- TA Realty
- TIAA CREF
- Turnberry
- Weingarten Realty
- Wharton Realty
- Woolbright Development

PROFESSIONAL AFFILIATIONS

- Member of the International Council for Shopping Centers (ICSC)
- Urban Land Institute (ULI)

COMMUNITY LEADERSHIP

- Team Leader in the annual MS Breakaway bicycle ride to support research funding to fight multiple sclerosis

EDUCATION

- University of Florida, Bachelor of Arts, Accounting
- Florida International University, Master’s Degree, Accounting

MARKETING STRATEGY & CAMPAIGN APPROACH

Keeping in mind Port St. Lucie’s multi-faceted mission to provide exceptional services that enhance the community’s safety, beauty, and quality of life through innovation, engagement, and fiscal responsibility, and the ways in which the mission has been informed by citizen surveys, our marketing of any city property would seek to enhance the fulfillment of these goals. Because the brokerage contract will cover several years and a variety of properties, we would like to start with an overall description of our systematic and meticulous approach to marketing a property, then demonstrate how our process would apply to the 10 acres at Southern Grove and to the Walton & One development.

MARKETING STEPS



I. DUE DILIGENCE

With the City’s goals in mind, we first determine the best use for the property that is allowed by land use and zoning as well as being economically feasible. We research any approvals in place, along with physical aspects of the property such as size, topography and Geotech (if available), hazards such as wetlands and flood plain (and what mitigation might be done if these exist). We factor in demographics in several radii, traffic counts, the background and history of the property, its adjacent properties and neighborhood, leading to a determination of possible uses that fulfill the City’s goals.

II. MARKET ANALYSIS

We do a Comparable Sales Study (CMA) of what similar properties have recently sold for, adjusting up or down depending on access, location, passage of time, overall market conditions and the like. We also review similar properties currently being marketed so we are informed of the competitive market. How the property might most likely be used is an important part of this analysis, considering various options including mixed-use. When feasible, we create a financial model that factors in potential size, whether by square footage or number of units, hard and soft costs to construct, available financing options, probable rents, and any special features, to derive a range of values. We have been gratified by the way in which our model “hits the nail on the head” in projecting the final sale price, even though our goal is to create a market, that is obtain the highest price and best terms, by imagining forward rather than looking back.

III. ESTIMATE OF VALUE

Using what we have learned in Due Diligence and especially in our market analysis and model creation, we estimate a range of low, mid, and high values that are likely to be achieved. When the property goes to market, we find we have the best results by not publishing a price, but rather guiding interested parties with a “whisper in the ear” suggested price, using the high end of the range, or higher. Our robust activity in the market permits us to do this with confidence and allows us to pull the market forward, rather than looking back at comparable sales.

IV. STRATEGY DETERMINATION

Once we fully understand the property, we craft a strategic approach to marketing it. A small, end user property will be marketed differently from a large mixed-use property like Walton & One, which may require a full RFQ and RFP process, supported by assembling the parts. Each property is different in some respects and so must be analyzed to determine the best strategic approach. The following reviews general steps taken for every property, with specific approaches for the 10 acres and Walton & One later in this proposal.

V. BUYER PROFILE

Next, we project the likely buyer profile that we will be targeting, but also cast a broad net, particularly when a mixture of uses is allowed. We actively maintain a proprietary database of about 10,000 contacts sorted by property type. We continuously add to and update this database that allows us to be precisely focused while also going wide in introducing a property to prospects. The land team’s administrative assistant and full-time research analyst contribute to the maintenance of the database.

VI. MARKETING MATERIALS

We are fortunate to have a full-time graphic designer and marketing coordinator on the land team to assist in the creation of compelling, vibrant, and pertinent marketing pieces. The foundation piece is the teaser brochure, intended to capture initial interest, such that the prospective buyer executes a Confidentiality Agreement (CA) or Non-disclosure Agreement (NDA) and can then receive the Offering Memorandum (OM). The teaser brochure is widely distributed as described below. It integrates what the team has learned during their DD, after identifying and highlighting the most significant aspects of the property. We use a variety of visuals, including labeled aeriels, drone videos, site photos, drive-time maps, graphic market data, rent and sale comparables, demographics—whatever will make the site come alive.

VII. EXPOSURE

Drawing on our ability to be at once targeted and broad, we use the following tools to expose an opportunity to the market:

- » Eblast, followed up by direct outreach to those who express interest---and to those we believe should be interested
- » Internet postings: the property may have its own website and be posted on a variety of internet sites—LoopNet, Costar, Total Commercial, CI-MLS, C&W’s website; postings on Facebook and LinkedIn also expand awareness of properties
- » Realtor websites and MLS in partnership with a local MLS realtor member
- » Trade organization activities and membership lists: ULI (land), NAIOP (industrial and office), ICSC (retail), CREW (Commercial Real Estate Women), CoreNet (corporate real estate)

- » Local economic development agencies and groups
- » C&W national Land Advisory Group: 108 members in US, Canada, and Mexico, plus affiliate offices
- » C&W community: 400 offices in 60 countries—highly collaborative company
- » Brokerage community
- » Regular daily interaction with commercial real estate players

VIII. CLOSING PROCESS

Depending on the property, we may have “gone to the world” (Southern Grove) or may choose to use an RFQ and RFP more discreet outreach (possibly with Walton & One). After the property has been exposed to the market for an appropriate length of time and there is a critical expression of interest, we take the following steps:

CALL FOR OFFERS

About three weeks out or sometime more, an offer due date is announced, with a reminder one week before the due date. Instructions as to the format are provided, so that offers can be compared “apples to apples.” Bidders are also asked to provide qualifications and evidence of financial capability.

SCORING OF OFFERS

We prepare a grid and assign relevant values to be as objective as possible in evaluating offers.

INVITATION TO IMPROVE OFFERS

The top bidders are invited to improve their offers. Discretion is important during this step; bidders must be confident that their offers are not being “shopped.” Trust is key, and we are often pleased when even the “whisper in the ear” price is exceeded.

SELECTION OF WINNING BID

There may be two or more additional rounds of bidding among the top candidates. If a bidder is unknown to us, we will request references both as to finances and qualifications and follow-up on your behalf. Once the best price and terms have been set with a fully qualified bidder, we will work with legal counsel to prepare a Purchase and Sale Agreement (PSA) that protects you with benchmarks for performance, which we will monitor until closing.

IX. REPORTING

We will provide regular reports of our efforts and results on a timetable and format of your choosing. We like to share our tracking spreadsheet with our sellers via email, with conference calls as often as you like and whenever there is an important decision to be made. While we will scrupulously follow our protocol, we will never make any commitment on your behalf without your knowledge and agreement.

IN-HOUSE MARKETING AGENCY

PROVIDED AT NO COST

C&W’s in-house marketing professionals will develop innovative and creative messaging for each of the City’s assets, using a mix of new technologies and proven property marketing approaches that attract top-quality tenants and support premium rental rates.

The firm’s full-service, in-house Marketing & Communications department is comprised of seasoned professionals with relevant experience in multiple areas, including communications, branding, marketing, strategy development, PR, design, social media, and digital technologies. The City will benefit tremendously from C&W’s ability to contribute on all levels – both strategic and creative.

The Team will work with the marketing team to ensure a local commitment of resources, specializing in the particular needs of the building. Our marketing team will dedicate as much time as is required to support the success of communication needs of the City, continually strategizing and creating collateral that is aligned with the space. While the percentage of time dedicated will be determined based on the scope of the overall marketing requirement, at all times there will be a dedicated C&W marketing executive available to work on any aspect of the marketing for the building.

MARKETING PROGRAM ELEMENTS

C&W will effectively employ a variety of platforms available to promote the City, selecting and alternating the medium that is most effective for each target audience.

The marketing materials may include traditional hard copy materials, such as direct mailers, and advertisements, as well as electronic collateral, such as digital brochures, video, and e-flyers that feature mobile media enhancements like social media tie-ins.

Our immediate steps will include consideration of the following:

- » Logo to promote theme and positioning advertising campaign
- » Website
- » Email blasts
- » Broker events (large and small scale)
- » Direct outreach
- » Cooperation with other brokers



RESPONSIVE WEBSITES



PROPERTY ADS & BROCHURES



INTERACTIVE BROCHURE FOR IPAD TOURS

EMAIL BLASTS

03 MARKETING SALES, OPERATIONS PLAN

THEME AND POSITIONING

C&W will develop a logo, theme, and positioning statement that communicates the property's most appealing benefits, or marketing promise. The positioning statement will persuasively articulate the meaningful and unique points of differentiation of the property. It will focus the marketing campaign around a consistent message incorporated into all communications. A theme, or tagline, for the property will be created and used in every aspect of the marketing program. With a unique brand, it will link all the marketing components for a consistent, recognizable identity for the property.

ADVERTISING CAMPAIGN

Communicating the marketing message across a broad range of market segments and industries is critical to leasing success. A strategic advertising campaign creates brand and position awareness across the target market. C&W will custom tailor a campaign for the property, reaching the local, regional, and national audience. Advertising elevates the stature and prominence of a property and creates instant recognition in the target audience when potential subtenants and brokers receive collateral materials or are contacted by the team.

WEBSITE

C&W will develop a website that effectively communicates the attributes of the property. The website will display property specifications; planned capital improvements; detailed information on location, transportation, amenities, benefits, and floor plans; as well as a stacking plan, photographs and renderings (may include virtual tour), tenant updates, general project information, and incentives. The site will provide users and brokers immediate access to presentation-quality materials for the property. Websites provide the team with an interactive real-time sales tool for contacting brokers and prospective tenants.

EMAIL BLASTS

A series of communications is a key component of a successful marketing campaign. Regular and timely email campaigns will build excitement about the property, while keeping it top of mind with potential tenants and the regional brokerage community. Each one of the series will highlight various amenities and strengths of the property. Email blast campaigns offer a cost-effective means of communication that continually gets the message in front of the target audience.

BROKER EVENTS

A broker reception could formally introduce the property to the brokerage community and present the unique new vision for the property and its outstanding attributes. C&W also recommends hosting a series of lunches catered by local restaurants / venues for highly targeted groups of tenants and brokers. These informal and informational events are relationship builders. They help showcase the property and give the team an opportunity for personalized marketing.

Events attract a preferred targeted group of prospective subtenants and brokers to the property and provide the opportunity to present the marketing message and its unique attributes to a captive audience, thereby generating immediate excitement and interest.

DIRECT OUTREACH

C&W's multi-tiered marketing campaign will be complemented by its most powerful promotional tool — canvassing. The team will implement an aggressive canvassing program directed at high-end corporate users. We will contact prospective tenants through cold calling, direct mail, and flyers. Targeting the CEO, we will solicit all tenants that fit the prospective tenant profile to promote the leasing opportunities at the property. Canvassing ensures direct contact and face-to-face meetings with vetted, prospective tenants and their representatives.

The team will personally contact candidates via direct outreach, through their relationships, representation and C&W's worldwide network.

LOCAL AND FLORIDA RESEARCH INSIGHTS

Knowledge is leverage. Market surveys, analysis of market trends on both a macro and local basis ensure that our clients have the information required to make the most astute decisions. Our market research team along with the brokerage staff work together to record every influential piece of market data including lease comps, availabilities, shadow vacancies, sales prices and underlying debt structure of each property.



**FLORIDA INDUSTRIAL
STABILIZATION**



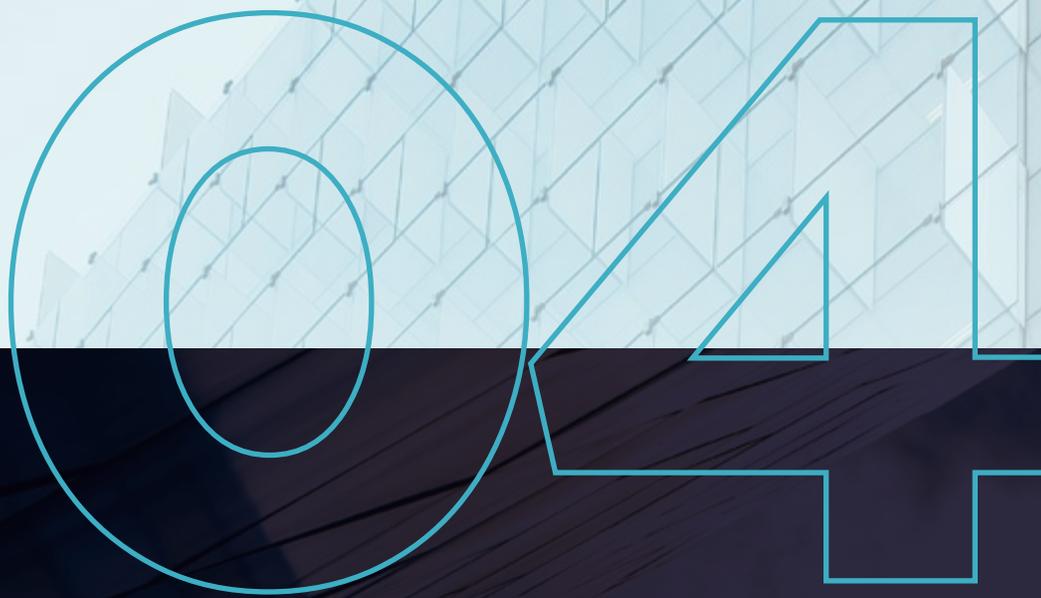
**FLORIDA EMPLOYMENT
REPORT**



**MARKET REPORT CARD
& RENT REPORTS**



**SOUTH FLORIDA
MSA OVERVIEW**



REFERENCES

| The proposal shall provide same or similar projects from governmental agencies/ public entities performed within the last five (5) years.

PUBLIC INSTITUTIONS CASE STUDIES & REFERENCES

C&W is the market leader in Public Institutions in the State of Florida and the case studies below represent a sampling of the success the team has had for various public institutions.

DISPOSITIONS/PUBLIC PRIVATE PARTNERSHIPS TO CREATE NEW “DOWNTOWNS”



HERON BAY

VILLAGE IN THE PARK
±33 AC MIXED-USE
DEVELOPMENT SITE

SALE PRICE
\$24.4M

CLIENT
City of Parkland

REFERENCE
Nancy Morando,
City Manager




GATEWAY @ DEERFIELD
4.9 AC MIXED-USE
DEVELOPMENT SITE

SALE PRICE
Under Contract

CLIENT
City of Deerfield Beach

REFERENCE
Horace McHugh,
Assistant City Manager

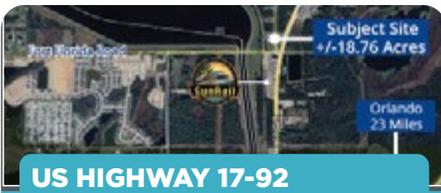



MARGATE CITY CENTER
50 AC LARGE-SCALE
MIXED-USE DEVELOPMENT SITE

SALE PRICE
**Under Agreement/Developer
Selected**

CLIENT
City of Margate

REFERENCE
Cale Curtis, City Manager

US HIGHWAY 17-92

DEBARY MAIN STREET
±18.76 AC
7 PARCELS

SALE PRICE
\$5.9M

CLIENT
City of DeBary

REFERENCE
Carmen Rosamonda,
City Manager




RIVERWALK CENTER
±12 AC INCL. STRATEGIC ACQUISITION
OF 4 NON-CITY PARCELS

SALE PRICE
Under Contract

CLIENT
City of Port Orange

REFERENCE
Wayne Clark,
City Manager



DISPOSITIONS/ACQUISITIONS



1660 RINGLING BLVD

SARASOTA ADMIN HQ
 144,000 SF
 OFFICE BUILDING + LAND

SALE PRICE
\$25M

CLIENT
Sarasota County

REFERENCE
Jonathan Lewis,
 County Administrator 



3146 US 1 & 9010 87TH ST

INDIAN RIVER COUNTY
 ±12 AC
 STRATEGIC ACQUISITIONS

SALE PRICE
\$2.2M

CLIENT
Indian River County

REFERENCE
John Titkanich,
 County Administrator 



CITY OF ST CLOUD DSD
 143 AC
 DEVELOPMENT SITE

SALE PRICE
\$4.5M

CLIENT
City of St Cloud

REFERENCE
Veronica Miller,
 City Manager 



4204 OKEECHOBEE RD

SCHOOL BOARD HQ
 11.93 AC
 FORT PIERCE

SALE PRICE
\$3.25M

CLIENT
St Lucie County Schools

REFERENCE
Terence O’Leary,
 Chief Operating Officer 

LEASES



101 NW 4TH ST

BRIGHTLINE - BOCA
 3.5 AC 8K SF PASSENGER STATION,
 13K SF PLATFORM, 147K SF
 PARKING GARAGE (344 SPACES)

TENANT
Brightline

CLIENT
City of Boca Raton

REFERENCE
George Brown,
 City Manager 



18050 COLLINS AVE

CREMA GOURMET
 1,500 SF RESTAURANT LEASE
 SUNNY ISLES BEACH

TENANT
Crema Gourmet

CLIENT
City of Sunny Isles Beach

REFERENCE
Susan Simpson,
 Assistant City Manager 



1353 NW 79TH ST

NORTH BAY VILLAGE
 33,500 SF GROUND LEASE
 RELOCATED PUBLIC
 WORKS DEPARTMENT

TENANT
Department of Public Works

CLIENT
North Bay Village

REFERENCE
Leonardo Cosio,
 Chief of Staff 

LEE COUNTY PORT AUTHORITY SKYPLEX DEVELOPMENT



FRAMEWORK PLAN

- » Land Use Policy & Zoning Summary
- » Environmental Impact Analysis
- » Existing Conditions Analysis
- » Development Constraints Mapping
- » Market Analysis
 - » Development Intensity
 - » Types of Use

GUIDING PRINCIPLES



CONCENTRATE INTENSITY



MINIMIZE ENVIRONMENTAL IMPACT



ACCELERATE DEMAND

STAKEHOLDER ENGAGEMENT

**23+
STAKEHOLDER
INTERVIEWS**

MAIN THEMES

- » Master Planned Development with Compatible Uses
- » Shovel Ready
- » Multi-Use Complex
- » Innovation/ Technological Spaces
- » Sense of Place



EXISTING & EMERGING SITE CONTEXT



- Retail Cluster
- Leisure
- Hotel
- Healthcare/Biotech
- Logistics
- Developing Logistics Cluster
- Education

RSW GATEWAY IS THE CONVERGENCE OF NEW INDUSTRIAL AND COMMERCIAL DEVELOPMENT

REAL ESTATE MARKET ANALYSIS SUMMARY

MARKET ANALYSIS OF

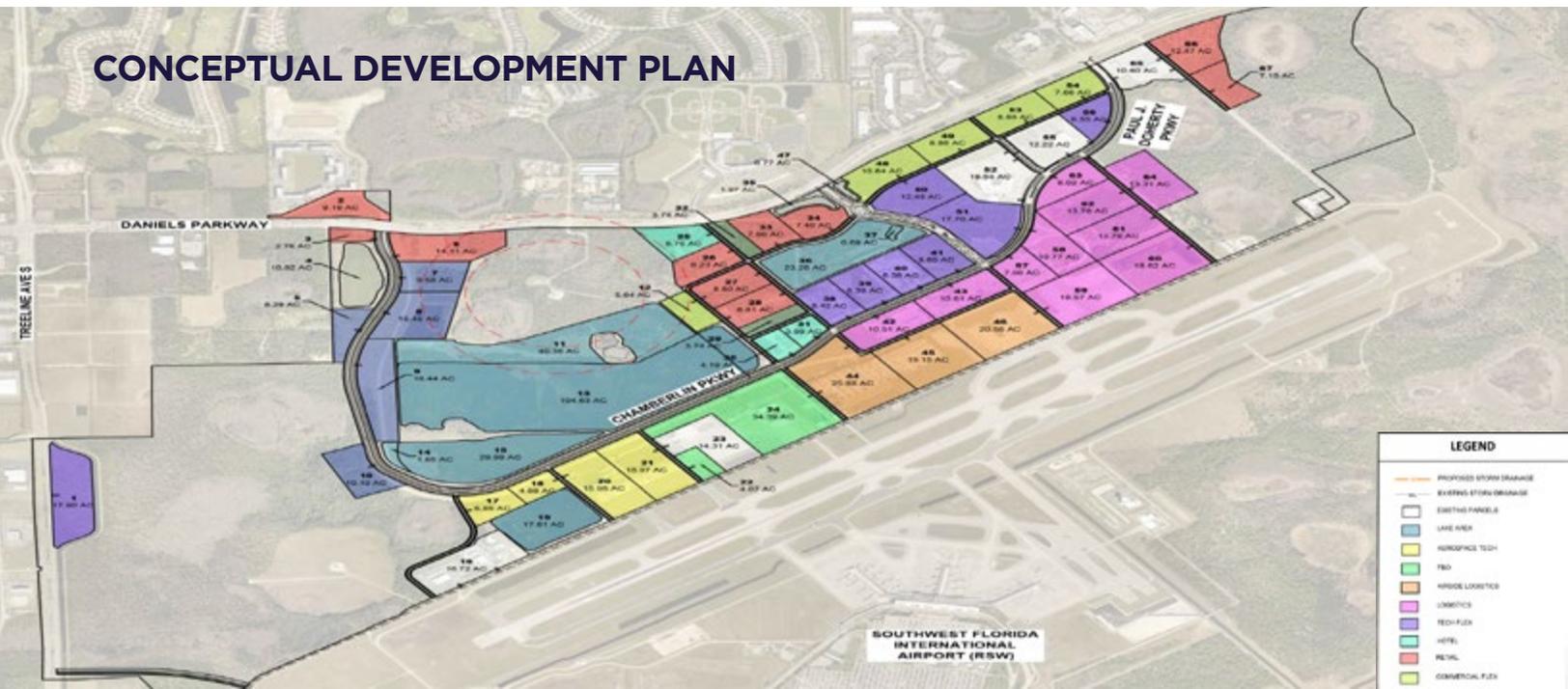
- INDUSTRIAL** » Skyplex is strategically located in the Tri-County area.
- OFFICE** » Limited supply of developable land remaining in Lee County.
- RETAIL** » Market demand over 20 years exceeds land supply at Skyplex
- HOTEL**

20-YR MARKET DEMAND FOR LAND AT RSW

Land Use	Low Scenario	Mid Scenario	High Scenario
Logistics	8.9 MSF 451 AC	11.8 MSF 601 AC	14.8 MSF 751 AC
Flex Industrial	1.1 MSF 59 AC	1.5 MSF 79 AC	1.9 MSF 99 AC
Flex Office	975k SF 63 AC	1.3 MSF 84 AC	1.6 MSF 105 AC
Office	350k SF 40 AC	500k SF 57 AC	750k SF 86 AC
Retail	175k SF 16 AC	250k SF 23 AC	350k SF 32 AC
Hotel	500 Rooms 14 AC	700 Rooms 20 AC	1,000 Rooms 29 AC
TOTAL	12 MSF 654 AC	16 MSF 864 AC	20 MSF 1,101 AC

LAND SUPPLY AT SKYPLEX: 571 NET AC

CONCEPTUAL DEVELOPMENT PLAN



PROJECT & DEVELOPMENT SERVICES

CLEVELAND CLINIC TRADITION HOSPITAL PHASE 1 CAMPUS BUILD



SQUARE FOOTAGE

COST

CERTIFIED

371,184

\$160M

LEED v2009 NC GOLD, 2014

OVERVIEW

Designed for a rapidly growing area on Florida’s east coast, Phase 1 of Cleveland Clinic Tradition Hospital opened in 2013 with 90 beds. To enhance the patient experience and shorten wait times, Martin Health System made the decision to begin the second phase expansion in 2015. Phase 2 consisted of a two-story horizontal expansion and a three-story vertical expansion, bringing the center to nine stories and adding 90 new patient rooms.

FEATURES

The single-story central energy plant includes three 600-ton water-cooled chillers and three 600-ton cooling towers to meet the 1,800 cooling load. Energy-efficient design and commissioning contributed to Phase 1 of Cleveland Clinic Tradition Hospital achieving LEED NC 2009 Gold certification. Phase 2 is on track to achieving LEED certification as well.

ROYAL CARIBBEAN – FIU PUBLIC PRIVATE PARTNERSHIP

P3



PROJECT CHALLENGES

GENERAL BUSINESS CHALLENGES

- » No Roadmap
- » Execution Risk
- » Dancing Landscapes
- » No FIU Funding
- » Commingling Populations

REAL ESTATE/CONSTRUCTION CHALLENGES

- » Third Party Financing
- » Market Land Value
- » Site Change
- » Campus Infrastructure
- » Construction Standards/ Compliance

PRIMARY LEGAL CHALLENGES

- » Environmental Liability
- » Indemnity Issues
- » Remedies Issues

WHO WAS INVOLVED

STATE AGENCY	
	» Trustees of the Internal Improvement Fund (TIIF)
EXTERNAL ADVISORS	
<ul style="list-style-type: none"> » C&W - Advisor to RCL and Facilitator of Partnership » C&W Project Management-Development Team » Berger Singerman » Perkins & Will, Gensler, Moss Construction, Turner Construction 	<ul style="list-style-type: none"> » Law Firm: Lightsey & Associates, PA
INTERNAL PARTICIPANTS	
<ul style="list-style-type: none"> » RCI & Celebrity Entertainment Business Units-The User Group » VP Global Supply Chain » Director of Global Facilities » HR » Finance » Treasury » Legal » Executive Committee 	<ul style="list-style-type: none"> » FIU Board of Trustees (BOT) » President » Office of the Provost » CFO & Financial Group (Purchasing, Enterprise Development) » Office of the General Counsel » College of Architecture + The Arts (CARTA) » Chaplin School of Hospitality and Tourism Management » Division of Student Affairs » Facilities Management

ST. LUCIE NOTABLE REFERENCES



**PETER
TESCH**

President

**ECONOMIC
DEVELOPMENT
COUNCIL**



**ANDREW
TREADWELL**

Vice President

**INDIAN RIVER
STATE COLLEGE**



**STACI
STORMS**

Board Member

**BROWARD,
PALM BEACH &
ST LUCIE REALTORS**



**ROBERT
BARFIELD**

Treasure Coast President

**SEACOAST
BANK**



**TERISSA
ARONSON**

Executive Director

**ST LUCIE COUNTY
CHAMBER OF
COMMERCE**



**JUSTIN
HOROSZKO**

Vice President

**FIU CENTER FOR
TRANSLATIONAL
SCIENCE**



EXECUTIVE COMMITTEE

- Robert Barfield, Chair-Elect**, Seacoast Bank
- Javier Cisneros**, Fort Pierce Utilities Authority
- Chirag Choudhary, MD, MBA** Cleveland Clinic Florida
- Chris Fogal, CPA, PA, Past-Chair**, Carr, Riggs & Ingram
- Azlina Goldstein, Chair**, GL Homes
- Alex Masmela**, HCA Florida Lawnwood Hospital
- Tammy Matthew**, Bank of America
- Jon Prince, PhD**, St. Lucie Public Schools
- Peter Tesch**, Economic Development Council
- Andy Treadwell**, Indian River State College
- Shrita Walker, Treasurer**, MIDFLORIDA Credit Union
- Robert Zaccheo LMHC, SAE**, Project LIFT

BOARD OF DIRECTORS

- Mike Adams**, Adams Ranch
- Michael Ansoorge**, OCULUS Surgical
- Nico Apfelbaum, Esq.**, Apfelbaum Law
- Will Armstead**, Boys & Girls Club of St. Lucie County
- Terissa Aronson**, SLC Chamber of Commerce
- Brian Bauer**, CareerSource Research Coast
- Ian Cotner**, AT&T Florida
- Linda Cox**, City of Fort Pierce
- Peter Crane**, Sansone Group
- Marshall Critchfield**, Florida Power & Light
- Lee Dobbins, Esq.**, Dean Mead/TCMA
- Phil Doumar**, EDC EXCEL
- Dusten Estes**, Stonemont Financial
- Canieria Gardner**, Incubate Neighborhood Center
- Laura Hamel**, BBL Hospitality
- Justin Horoszko**, FIU Center for Translational Science
- Dan Hoyt**, C.W. Roberts Contracting
- Rod Kennedy**, Engineering Design & Construction
- Richard Kolleda, FACHE**, Spherion
- Ken Krasnow**, Cushman & Wakefield
- Leslie Kristof**, Keiser University
- George Landry**, St. Lucie County
- Jeff Lee**, SLC Fire District
- Jill Marasa**, Ashley Capital
- Jesus Merejo**, City of Port St. Lucie
- Neil Morgan**, Comcast Business
- Brandon Nobile**, Remnant Construction
- Cara Perry**, Florida Atlantic University
- Roxanne Peters**, SouthState Bank
- Michael Rem**, JBL Developers
- Staci Storms**, Broward, Palm Beaches & St. Lucie Realtors®
- Richard Tambone**, Tambone Companies
- Jeremy Wiernasz**, PGA Golf Club
- Kara Wood**, Hi-Tide Boat Lifts

March 19, 2025

Re: Ken Krasnow, Cushman & Wakefield

Ken Krasnow has been a valued EDC board member and advisor for more than two years. During that time, he has provided the EDC with professional insight, valuable research, and strategic guidance as we've navigated this extraordinary period of growth in St. Lucie County.

We truly value the working relationship the EDC has with Ken and his team. He is well versed in all aspects of the Treasure Coast commercial real estate market.

Our experience has been extremely positive, and we would not hesitate to recommend him highly to provide similar services to other organizations, agencies or local government.

If you have any questions or for further information, please do not hesitate to contact me at 772-324-2014 x206.

Sincerely,

Peter J. Tesch

Peter J. Tesch
President





FIRM'S WORK PLANS

This section should provide a comprehensive overview, including but not limited to, a market study relevant to this service and a detailed plan for achieving the desired deliverables as specified in the Scope of Work. Proposers must present a structured response addressing each item outlined in the Scope of Services, demonstrating a clear understanding of the requirements and a well-defined approach to meeting them effectively.

SCOPE OF WORK

The City of Port St. Lucie is seeking proposals from commercial real estate agencies that have the experience, nationwide network reach, infrastructure and personnel to market, secure and sell or lease real estate owned by the City. C&W is uniquely qualified to provide the entire spectrum of these services, including, but not limited to the following:

- » Competitive market analysis (CMAs).
- » Advertising plan(s).
- » Promotion venues
- » Develop sale and/or lease strategies.
- » Develop and distribute marketing materials to potential buyers and/or tenants and report results to the City on an agreed upon frequency.
- » Participate in site tours and/or other events concerning a showing of the property.
- » Analyze and qualify offers from potential buyers.
- » Presentations at public meetings.
- » Recommendation or repair, inspection or maintenance issues that are critical to the ability to sell or lease the property
- » Showing of properties.
- » Negotiating on behalf of the City.
- » Property listing and sales services.
- » Conduct background checks, credit and reference checks on any tenants.

We understand that the City is currently evaluating all City owned property and identifying properties to be sold and/or leased. Current zoning on identified parcels will vary. The City Council will consider Future Land Use amendments and rezoning of individual properties to the “highest and best” classification for maximum valuation. In addition, to appeal to the investment community, the City may bundle properties by either zoning classification, geographic area, or other potential groupings as suggested by our Land & Diligence Advisory Group.

C&W will provide integrated listing and marketing services including, but not limited to, Costar, Loopnet and Multiple Listing Service (MLS), appropriately placed advertising, targeted marketing, advice for maximizing building interior or curb appeal, proposing redevelopment potential to developers and investors, showing the property to prospective buyers or tenants and procuring offers to buy or lease the property as determined by the City. These services , at C&W's cost & expense, will include, at a minimum, the following deliverables:

1. Establish a national and local marketing strategy that employs multiple types of advertising including, but not limited to, internet exposure (MLS, CoStar, LoopNet, etc.), signs, email blasts, trade group event attendance, alternate trade publication strategies, etc.: to yield the highest financial benefit for the City. All advertising is at the expense of C&W.
2. Verify current zoning of excess City properties and support City staff in rezoning of parcels to maximize market value based on the “highest and best” use permitted by the City of Port St. Lucie Zoning Ordinances and Comprehensive Plan.
3. Accurately list the property with the Multiple Listing Services (MLS) and any other appropriate listing service.

4. Provide technical assistance and advice on the presentation of the property for sale or lease.
5. Study the relevant market factors and advise the City on how current market conditions may affect the sale or lease of the property.
6. Prepare a list of comparable sites and their asking prices or rents and recommend a listing price or rent, tenant improvement levels, and concessions.
7. Identify competing properties and how the City property may compete successfully.
8. Coordinate real estate appraisals.
9. Identify the type(s) of buyers or tenants that would be attracted to the property.
10. Determine that the buyer or tenant is qualified financially to close.
11. Forward all offers to the designated City contact person.
12. Assist with the sale or lease negotiations for accepted offers.
13. Assist with all pre-closing, closing and post-closing matters.

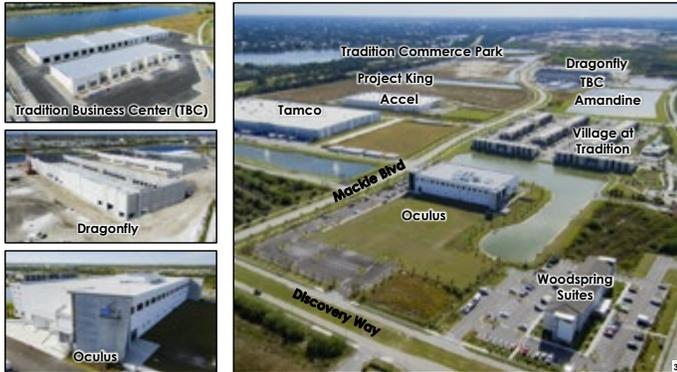
C&W is prepared to immediately engage with the City given our extensive knowledge of the City's assets and landscape. We have outlined in the following pages our approach to both securing/acquiring properties (Project Approach) and Marketing properties for sale, Joint Venture or Public Private Partnership (P3) using Walton & One and the 10-acre parcel in Southern Grove/Tradition as examples.

C&W is intimately familiar with Southern Grove having originally sold the site on behalf of Mitsubishi Estate and working for Mattamy Homes in selling/marketing over 100 acres for commercial development. We know that Southern Grove is a 3,605 acre Development of Regional Impact (DRI) south of Tradition Parkway and part of the overall 8,200 acre region. In 2018, the City, under the PSL Government Finance Corporation (GFC) accepted the transfer of 1,247 acres of land in Southern Grove to realize its vision of a "jobs corridor." Largely accomplished, we will effectively tell the tremendous success story of this vision as we market one of the remaining parcels (\pm 10 acres). Additionally, C&W is well versed in the Southern Grove Community Development District (CDD) and how they are responsible for calculation of the Operations & Maintenance rates along with the SAD payments that will be determined based upon the entitlements.

As evidenced by the above, C&W is fully committed to supporting redevelopment of the City's four Community Redevelopment Area (CRA) districts (and the City overall) to enable Port St Lucie to become a place where it's citizens need not leave to fulfill all of life's necessities; a place to live, learn, work, shop, socialize, and play.

SOUTHERN GROVE EXPANSION

With regard to the 10-acre parcel the City is prepared to market, we would use the following materials for a BOV for the City's use and for the OM (Offering Memorandum) for prospective buyers' use:



COMPARABLE LAND SALES

	SOUTHERN GROVE PLAT NO. 45 (PB 121-3) LOT 3	SHOPPES AT SOUTHERN GROVE	SOUTHERN GROVE PLAT NO. 36	TRADITION ENTERTAINMENT DISTRICT	COSTCO	FIFTH THIRD BANK
USE	Mixed Use	Retail	Medical/Office/ Retail	Mixed Use	Industrial Warehouse	Bank
SIZE (AC)	19.49	21.35	1.99	44.05	192.5	0.76
DATE	11/1/2024	10/29/2024	7/11/2024	3/12/2024	1/16/2024	11/22/2023
PRICE	\$6,791,875	\$7,455,000	\$2,400,000.00	\$12,000,000	\$16,240,509.60	\$1,250,000
PRICE/AC	\$348,480.00	\$349,180.33	\$1,206,030.15	\$272,417.71	\$84,366.28	\$1,644,736.84
BUYER	Lumer Real Estate	Schmier Property Group & Pebb Enterprises	Venerable Corporate and Trust Services	Lumer Real Estate	Costco Wholesale Corporation	Brightwork Real Estate
COMMENTS	Located on Lit intersection of SW Village Pkwy & Hegener Drive. +/- 2,034 ft frontage on SW Village Pkwy.	Located on Lit intersection of SW Village Pkwy & SW Becker Rd. +/- 798.3 ft frontage on SW Becker.	Located on the SEC of SW Discovery Way & SW Tom Mackie Blvd. Two parcel sell combining +/- 1.99 acres	up to 300,000 SF of retail, 50,000 SF of office, and 140 hotel rooms a	595,000 sf distribution facility	Full Access to Sw Village Pkw Through SW Meeting St. +/- 202' frontage on SW Village Pkwy.

COMPARABLE LAND SALES (CONTINUED)

	ST MATILDA	FARREL STORAGE	EDEN	N/A	PT TRACT 1 SOUTHERN GROVE PLT 11
USE	Multi-Family	Storage	Townhomes	Industrial Warehouse	Retail
SIZE (AC)	13.97	11.18	19.68	14.69	5.5
DATE	7/13/2023	6/7/2023	5/30/2023	2/8/2023	1/12/2023
PRICE	\$1,311,156.00	\$4,015,000	\$11,500,000	\$1,215,720.40	\$5,500,000.00
PRICE/AC	\$93,855.12	\$359,123.43	\$584,349.59	\$82,758.37	\$1,000,000.00
BUYER	Victory Unlimited Construction	Farrell Companies	Eden Living	Sansone Group	Lumer Real Estate
COMMENTS	348 Multi family apartments	Full Access to SW Village Pkwy. Two Parcel sell with +/- 1,470 ft frontage on SW Village Pkwy	Build-to-Rent community; 214 two-story townhomes. Seller was Mattamy Homes.	Cold Storage	Located on Lit Intersection of Sw Village Pkwy and Sw Innovation Way. +/- 460' frontage on Sw Village Pkwy

MULTIFAMILY RENT COMPS

				
Community	The Lucie at Tradition	Village at Tradition	Encore at Tradition	Springs At Tradition
Address	10550 SW Innovation Way	11750 SW Village Pkwy	8500 SW America Walks Blvd	11200 SW Village Ct
City	Port Saint Lucie	Port Saint Lucie	Port Saint Lucie	Port Saint Lucie
Year Built	2023	2023	2024	2019
Units	264	372	415	304
Product Type	3 Story Garden Apartments	3 Story Garden Apartments	4 Story Garden Apartments	2 Story Garden Apartments
Avg. Asking Rent	2,188	\$1,855.00	\$3,007.00	\$2,067.00
Avg. Asking Rent/SF	\$2.35	\$2.30	\$2.20	\$2.09
Avg. Unit Size (SF)	933	807	1,368	987
Vacancy	6.80%	5.50%	77%	6%

MULTIFAMILY RENT COMPS (CONTINUED)

			
Community	The Atlantic at Tradition	Alton Central Park	Travalo Tradition
Address	10297 SW Village Pkwy	11590 SW Roma Way	10241 SW Newberry Ave
City	Port Saint Lucie	Port Saint Lucie	Port Saint Lucie
Year Built	2014	2023	2023
Units	252	318	216
Product Type	3 Story Garden Apartments	3 Story Garden Apartments	2 Story Townhome Apartments
Avg. Asking Rent	\$2,204.00	\$2,342.00	\$2,688.00
Avg. Asking Rent/SF	\$2.09	\$2.02	\$1.85
Avg. Unit Size (SF)	1,055	1,159	1,456
Vacancy	5.60%	12.10%	24.60%

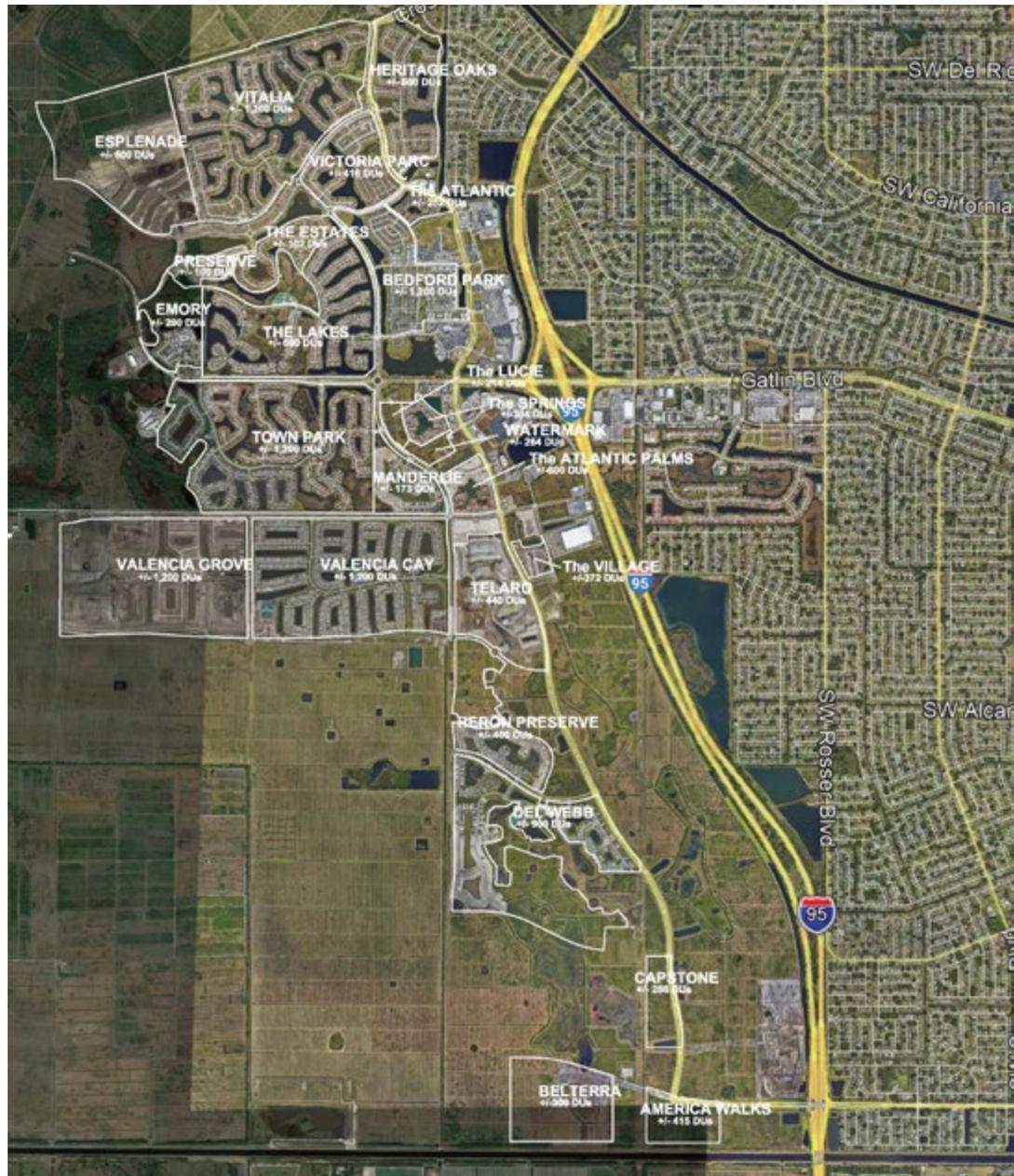
SCHOOLS

We would also include information about the schools, which is important for residential developments including multifamily:

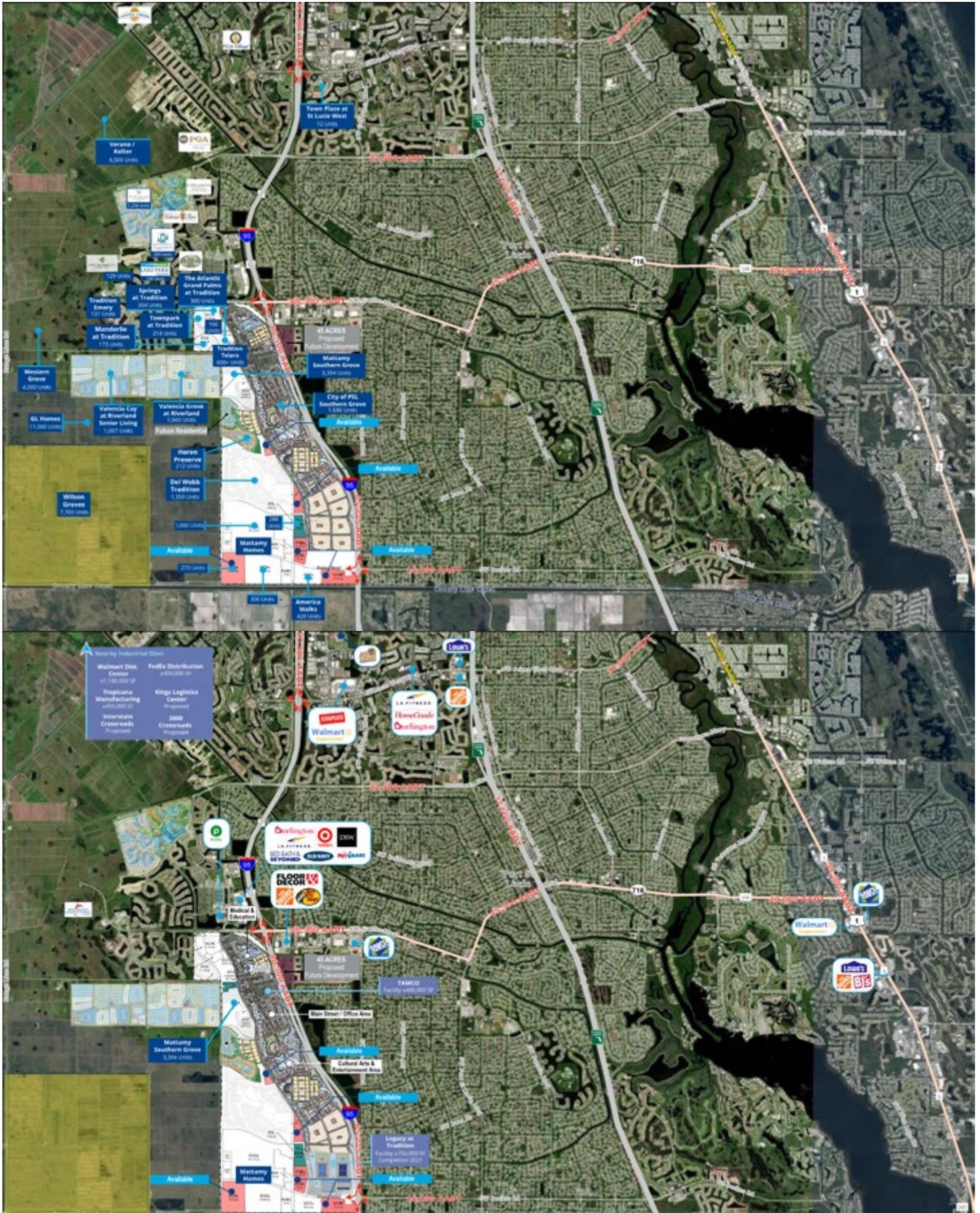
SCHOOL	RATING
Palm Pointe K8	N/A (Opened 2024/25)
Bayshore Elementary	B
Manatee Academy K8	B
Oak Hammock K8	C
St. Lucie West K8	B
Windmill Point Elementary	B
Legacy High	N/A (Opens 2025/26)

APPROVED RESIDENTIAL DEVELOPMENT*

*Prior to full development of Southern Grove



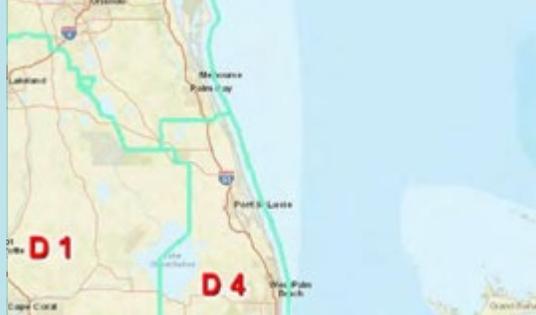
SOUTHERN GROVE/TRADITION ACTIVE DEVELOPMENTS



MARKETING

We have prepared a tentative brochure to show you what our teaser brochure might look like:

PORT ST LUCIE, FL SHOVEL-READY 10 ACRE PARCEL





- Across from new Entertainment District
- Serving area population of 300,000 + I-95 Travelers
- Within Tradition's Commerce Park, Southern Grove
- Easy access from several points
- All infrastructure, utilities in place



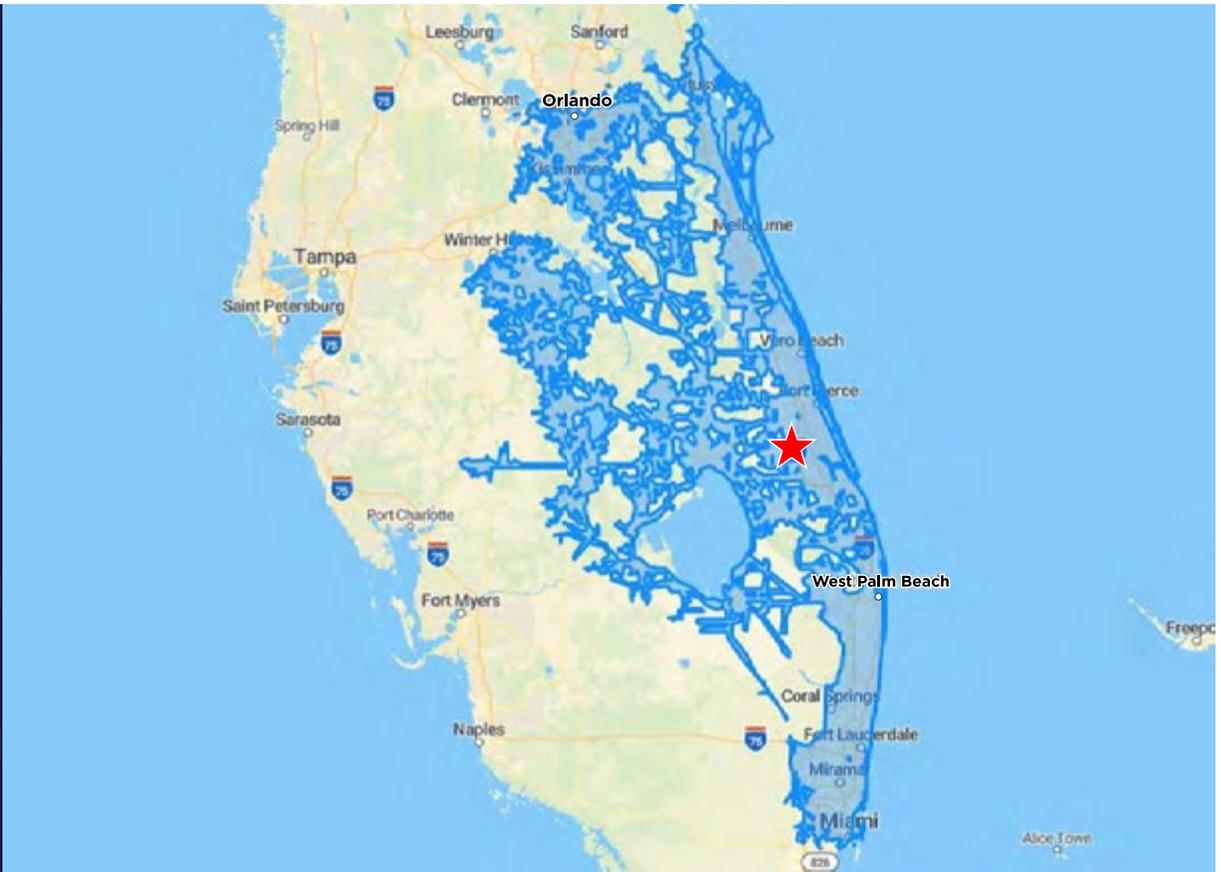
Southern Grove has fulfilled the vision of Port St. Lucie with speed well beyond their dream of creating employment and revenue for the PSL community. Once most if not all of the major goals for Southern Grove were met, public officials were able to turn their attention to other community needs, such as recreation, also a significant goal, with the creation and sale of an entertainment district. The largest parcel for entertainment, consisting of 45 acres, lies directly across the planned extension of Tom Markie Blvd. The development of this parcel will surely drive uses on the ten+ acres, including those that may benefit from visibility on I-95. We also believe that the access, visibility, and location of the parcel make it worth exposing to multifamily and hotel developers in addition to retail and restaurant developers/users to achieve the best use and highest price.

PROPERTY OVERVIEW HIGHLIGHTS

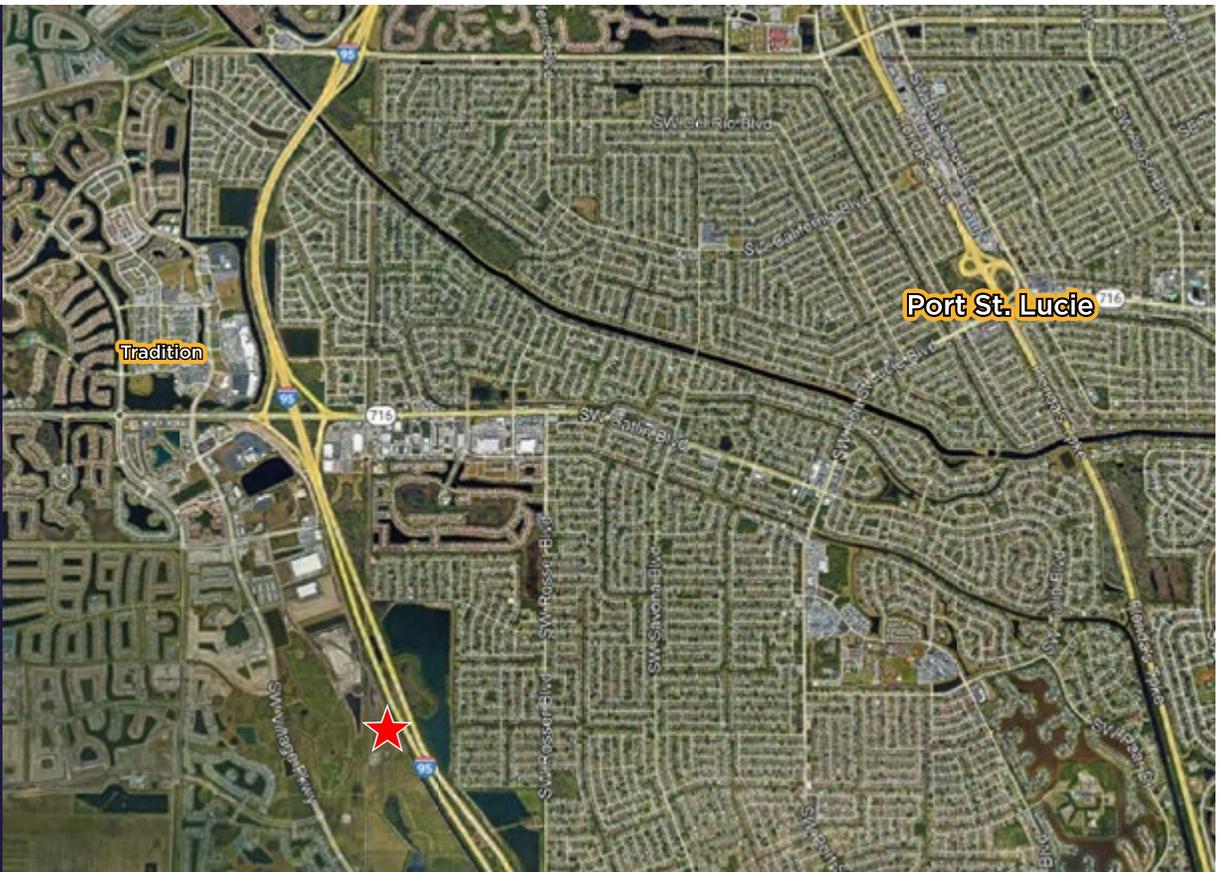


- LOCATION:**
Tom Markie Blvd., Southern Grove North Commerce Park, Tradition, Port St. Lucie, Florida
- ACCESS:**
On the future extension of Tom Markie Blvd, readily reached by way of Marshall Road, Village Parkway, and Destination Way in the heart of Southern Grove, Tradition's Commerce Park.
- VISIBILITY:**
Potential visibility from I-95 with almost 100,000 AADT.
- FUTURE LAND USE:**
NCD (New Community Development).
- ZONING:**
MPUD with liberal uses: commercial, residential, hospitality.
- SIZE:**
10+ acres; 6+ acres net of FPL easement; note that parking is permitted in easement area, but no structures; approximate dimensions: 270 feet wide plus 160.7 width of easement with a length of about 1136 feet. Note: property appraiser shows 10.73 acres.
- INFRASTRUCTURE:**
City of Port St. Lucie has provided all utilities (water, sewer, electric, gas, and fiber), roads, and stormwater retention to incentivize (very successfully) the rapid development of Southern Grove, facilitated by a CRA (Community Redevelopment Area) and CDD bonds.
- DEMOGRAPHICS:**
City population is 270,491 residents (2025 estimate; does not include non-PSL); Tradition alone has over 4,000 residential units.
- NEIGHBORS:**
Site is across Tom Markie Blvd. from planned Entertainment District to be developed by Piticopu. New Costco Distribution Center is underway on 192 acres; it will provide 1.87 million square feet of cold and dry storage. Phase I alone is producing 265 new jobs. Other notable tenants in the Commerce Park include Amazon, Walmart, Tropicana and many more. Tradition has a major medical facility (Cleveland Clinic), retail centers, and other amenities for its residents.

AREA OVERVIEW
DRIVE TIME - 2 HOURS



AREA OVERVIEW
LOCAL ACCESS





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WALTON & ONE

STRATEGY & APPROACH

A major development project such as Walton & One requires a different approach than one used with a small parcel like the 10+ acres in Southern Grove. Long a dream of the City to provide an urban-like core with residential, commercial, recreational, and cultural elements, what is now branded as Walton & One was originally called City Center. With foresight and creativity, City officials had found a way to acquire the 30+ acres along US1 in the southeast quadrant of Walton Rd. and US 1 years ago. This prime location, supported by excellent accessibility from all part of the City, remains more ready than ever to fulfill its potential. TIF funding of infrastructure, which worked so well at Southern Grove, has made the property virtually shovel-ready. With the right vision, partners, and timing, the success Southern Grove should be replicated at Walton & One.

Finding that right partner will require deep understanding of the potential of the location and the ways to finance it while repaying the City for its investment. To find the right partner, C&W will run an RFP process, starting with a carefully vetted list of qualified prospects who will receive an RFQ (Request for Qualifications) and a teaser brochure, as described below. This list will be composed primarily of mixed-use developers, but also include funding sources, who often have their favorite developers, and more focused developers of multifamily, retail, and restaurants, whose interest could help attract a top mixed-use developer. From the responses to the RFQ, selected parties will be offered the RFP.



Both the RFQ and the RFP will include specific questions to help gauge the interest and capability of the recipient. At the RFP level, the bidder's vision for the property will be requested. Strong bidders should offer detailed concept plans and show how they will use the existing infrastructure. As this will be a multi-year project, we believe that a master developer will provide the best path to a coherent, attractive--and income-generating--result. However, if the market does not respond to the full project, we will look for a way to work through it in large chunks. In working this process, although we have our own RFP format, we will be happy to incorporate whatever elements the City might require or like to see.

Once RFP process is complete, C&W will create a grid to score the answers and help come to an objective and fair conclusion as to the best offerors. The top respondents will then be invited to improve their offers and/or enlarge upon their plans. They may be asked particular details, such as their parking plans, be asked to provide financial references, and/or be prodded for further information. The fun really begins with in-person, though possibly virtual, presentations of their plans and how they intend to finance them. These presentations are typically full of ideas that may eventually be integrated into the project. We will want to know about any partners they have, their anticipated timing, and how they will coordinate with the City. After the interviews, which might be virtual initially, then in-person with the most qualified entities, we will proceed to contract. The contract will contain performance benchmarks, which if not met, could lead to termination. Fortunately, the selection process will have given us groups ready to step in if the first group falters.



MARKETING THEMES TO BE HIGHLIGHTED



IMMERSIVE STORYTELLING

Our marketing strategy will go beyond traditional mixed-use dispositions. We'll craft a narrative that highlights the unique experience of the Walton & One development - from entertainment & dining and bustling markets to serene yoga spaces and nature/walking trails. Through curated social media campaigns, community-driven events, and targeted digital advertising, we'll emphasize what makes this destination a seamless blend of commerce, community, and connection.

COMMUNITY-CENTRIC RETAIL MIX

We'll work closely with the Treasure Coast Regional Planning Council and the city's planning department to ensure the curation of uses complements the overall developments ethos. Our strategy will prioritize local businesses and unique dining concepts that reflect the culture of Port St Lucie, fostering a sense of local pride and ownership in the community space.



DATA-DRIVEN MARKET INSIGHTS

Utilizing the latest in demographic and behavioral analytics, we'll target and identify tenants, customers and investors that align with Walton & One's lifestyle-focused mission. We'll also leverage foot traffic projections to maximize the placement of retail spaces, creating seamless visitor journeys and encouraging longer stays

TARGETED OUTREACH

Through our OneCap platform, we harness the collective strength of Capital Market professionals across the U.S., unlocking a powerful network of resources that goes far beyond traditional investor databases. By seamlessly integrating local expertise with a nationwide reach, we amplify our capabilities, extending beyond conventional market boundaries.

This strategic collaboration allows us to outperform the competition, leveraging real-time insights, data-driven strategies, and a vast investor pool that ensures maximum exposure and unmatched execution.

MARKETING MATERIAL HIGHLIGHTS

As with the 10+ acre parcel, we start with a dynamite teaser brochure to send to our select list. The teaser will highlight the multi-faceted features of the location and its easy access from much of the PSL community, including Tradition via the Crosstown Parkway. The teaser will also stress the infrastructure already in place, the pro-development goals of the City, the ways in which Southern Grove is bringing new jobs to PSL, the strong population growth well in excess of forecasts, the existing parking garage, the synergy with the Mid-Florida Event Center and the plans to expand it, along with a summary of the total approved amount of multifamily, retail, office, and hotel development on 30 acres within the 64 acre block.

Those interested will be asked to execute a CA (Confidentiality Agreement), after receipt of which we will send a more detailed (OM) Offering Memorandum that will provide comparable sales data for multifamily, retail (including restaurants) and hotel. In the OM, the 2023 market analysis will be summarized, and an explanation given of how things have changed, particularly as a result of Southern Grove, but also of the post-Covid world in general, especially leading to greater demand for apartments and restaurants. We will briefly review the history of the Center City and its rebranding as Walton & One, along with a summary of the debt on the property and the ways in which the debt may be paid off or restructured. Those who remain interested will receive the RFQ, and if satisfactory, the RFP. RFP participants will be given most or perhaps all of the due diligence materials that the ultimate buyer would receive; so informed, there is less chance of re-trading (or asking for different terms or even price).



MULTIFAMILY RENT COMPS

					
Community	Aviva Port St. Lucie	The Sovana at Stuart	River North	AxisOne	Mason Port St. Lucie Apartments
Address	590 Northwest Lake Whitney Place	1930-1940 NW Federal Pkwy	1001 NE Baker Rd	2201 NW Federal Hwy	9905 S US Highway 1
City	Port Saint Lucie	Stuart	Stuart	Stuart	Port Saint Lucie
Year Built	2024	2022	2023	2021	2023
Units	159	182	280	284	252
Product Type	3 Story Garden Apartments	4 Story Mid-Rise Apartments	4 Story Mid-Rise Apartments	4 Story Mid-Rise Apartments	3 Story Garden Apartments
Avg. Asking Rent	\$4,407.00	\$3,115.00	\$2,196.00	\$2,102.00	\$2,006.00
Avg. Asking Rent/SF	\$4.86	\$2.89	\$2.44	\$2.05	\$2.05
Avg. Unit Size (SF)	907	1,087	898	1,024	980
Vacancy	42.90%	21.10%	3.70%	5.30%	10.40%

POTENTIAL USES

RETAIL

The best retail opportunity for Walton & One would be built upon the existing MidFlorida Credit Union Event Center and iconic Village Square, which already bring residents to the location. With the addition of multifamily residents and the on-going population growth already occurring in Port St. Lucie, an opening develops for lifestyle restaurants and shops. Creating a unique atmosphere and sense of place, along with the proposed amphitheater and expansion of the event center, would bring in people to dine and play from all over Port St. Lucie, as has been shown by revitalized neighborhoods in cities such as Orlando and Jacksonville, some led privately and some by the municipality.

Frequently, new residential areas are fertile ground for a grocery-anchored retail center. However, Walton & One has a Publix immediately to the north with the typical fast-food, pharmacy (Walgreens), and small office peripherals. As the Walton & One community expands, there may be an opportunity for a specialty store such as Trader Joe's or even another Sprout's (there is one now at Town Center at St Lucie West) or similar organic grocer. If the cost of building comes down, a private vendor with food to-go and dine-in might become an option as Walton & One grows. C&W will conduct a thorough gap analysis to determine if there is a junior box that could become an anchor for Walton & One which would entice a developer or contribute to development in phases. Fortunately, new retail development is beginning to obtain financial support where there is population growth.

DEMOGRAPHIC REPORT

Our Offering Memorandum for Walton & One will include a full demographic report and extension commentary on important segments. The main factor is, of course, population growth. Within a 10-mile radii to Walton & One, the distance people willingly drive, population has increased and will continue to do so:

10-MILE RADIUS

YEAR	POPULATION
2010	284,439
2020	336,456
2024	375,055
2029	410,767

MULTIFAMILY

There would be synergy between the Walton & One experience and new multifamily complexes, with one attracting the other. Additionally, the rising cost of single family housing—and stubbornly high mortgage rates compared to recent years—have meant that many families remain in apartments. Apartment communities themselves have become ever more attractive with amenities well beyond a swimming pool. These factors led to an oversupply of multifamily housing in many markets and a pause in new construction that has now begun to be worked through, with high expectations in most markets for robust demand by 2028, about when deals set now will be ready for lease-up. With all the growth in PSL, this phenomenon will be especially acute. Furthermore, we can refer to the 2023 analysis of the CCMP which showed demand over time for over 1900 multifamily units.

HOTEL

In 2023, about a year after the final acquisition of what is now called Walton & One, the City commissioned feasibility studies for the expansion of the MFEC and the development of an adjacent hotel. Success for each of these depends on the other, and, beyond that, on active participation by the City in an ongoing P3 arrangement. It is our thought that once retail, restaurants, and multifamily have fulfilled at least some of the potential of a vibrant mixed-use center, a larger event center and hotel would become more achievable. Nonetheless, we would be alert to the possibility of a hotel from the initiation of marketing.

SCHOOLS

SCHOOL	RATING
Mariposa Elementary	C
Morningside Elementary	A
Northport K8	C
Savanna Ridge Elementary	B
Village Green Elementary	C
Southport Middle	B
Port St. Lucie High School	B

PROPOSED PROJECT APPROACH

SITE ANALYSIS/ACQUISITION

In conducting a site selection analysis for any new facility, C&W will guide you through critical considerations with an approach that considers multiple stakeholders and balances current and future needs. We'll weigh factors such as location accessibility, future growth potential, environmental impact, and community sentiment. C&W will perform a thorough assessment of alternative locations using our advanced GIS mapping tools and demographic analysis software. The analysis can include environmental assessments, traffic impact studies, and infrastructure capacity evaluations for each potential site and identifying any zoning or regulatory constraints. The C&W team will help the City formulate a decision based on analytics as well as community perceptions / input through a robust community engagement process. Using a site evaluation matrix, we'll help quantify both tangible and intangible factors, presenting the City with a clear, data- driven comparison of all options. This approach will provide the City's leadership the necessary information to make an informed decision aligned with the City's long-term vision and budget constraints.

PROGRAM REQUIREMENTS

Through a series of stakeholder workshops and interviews with department heads, we can identify opportunities for improved efficiency and synergy between various city functions in any future facility.

Our team will develop multiple scenarios for departmental organization, considering factors such as public access needs, security requirements, and future growth projections.

Throughout this process, we'll maintain a focus on creating a citizen-centric environment that enhances public service delivery while optimizing operational efficiency for city staff.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION



PROJECT MOBILIZATION

- » Mobilization Plan/ Checklist
- » Project Management Plan
- » Kick-off Meeting (Positive Team Environment)
- » Project Scope, Schedule & Budget Baseline
- » Jurisdictional Agency & Stakeholder Contact
- » Site Analysis/ Acquisition

PRE-DESIGN

- » Site Analysis/ Acquisition
- » Program Requirements
- » Department Centralization Analysis
- » Procure Architects
- » Award Design
- » Procure CM-at-Risk

DESIGN

- » BIM Coordination
- » Schematic Design
- » Design Development
- » Department/ Stakeholder Sign-Off
- » CD's
- » Bid

PRE-CONSTRUCTION

- » Concept Estimate
- » CM Award
- » Refine Budget/VE
- » Bid Early Scope
- » Bid Project
- » Establish GMP
- » Subcontract Awards
- » Permitting

CONSTRUCTION

- » Early Sitework/ Utilities
- » Make-Ready Work
- » Weekly Meetings
- » Issues & Risk Mitigation
- » Expert Change & Claims Management
- » Continual Cost & Schedule Updates
- » Labor Compliance
- » Substantial Completion

POST CONSTRUCTION

- » FF & E
- » Punch List
- » Payments
- » Document Receipts
- » O & M Manuals
- » Move-In/ Activation

05 FIRM'S WORK PLANS

To establish the initial budget, we'll analyze key project parameters to generate an initial estimate based on historical data, adjusted for local market conditions. This estimate will be refined using BIM-integrated cost estimation software, allowing for quick evaluation of design scenarios. Our risk-based approach incorporates Monte Carlo simulations and Life Cycle Cost Analyses to provide a comprehensive view of potential costs and long-term financial impact. Throughout the process, we engage with stakeholders to align the budget with the City's vision. The resulting preliminary budget includes a detailed breakdown of costs, considering scope-based, time-based, percentage-based, and contingency factors, presented in a clear format for decision-making.

Our team will develop a comprehensive, phased project timeline with defined milestones, encompassing all stages from visioning through construction. This timeline will include detailed schedules for each key phase, highlight critical milestones such as project plan approval and budget validation, and incorporate dynamic updates to address unforeseen challenges. Using advanced project management tools like Primavera P6 or Microsoft Project, we'll confirm the timeline remains realistic, actionable, and easily accessible to all stakeholders, facilitating clear expectations and steady progress throughout the project lifecycle.

SCOPE, BUDGET, AND SCHEDULE DEVELOPMENT

We'll work with the City to outline the general scope, anticipated budget, and timeline for the project to move into step two, which includes generating design and construction industry interest and the procurement of a Designer and a qualified CMAR firm. We often aid in the organization of informational meetings and provide general presentations to address the key points of the project. We will provide outreach to all major designers, contractors, and core trade partners in the industry. We will assist the City by assembling a list of firms based on National and Local Engineering News Record (ENR) rankings, any prior relationships, experience from previous City and County projects, and outreach via trade publications. Our core contact list is then used to maintain communication with interested parties and solicit feedback from the industry during the procurement process as solicitations are developed.

STEP 1

SITE ANALYSIS

Before selecting a site, a thorough analysis is conducted to understand the strengths and weaknesses of the land, including its environmental factors, infrastructure availability, and zoning regulations.

STEP 2

SITE COMPARISON

Once various potential sites have been analyzed, they are compared against each other based on pre-determined criteria to identify the most optimal location for the project. The sites are analyzed studying:

- » **Physical characteristics:** Topography, slope, drainage patterns, soil conditions, exposure to sunlight, wind patterns, hazardous materials/abatement
- » **Environmental factors:** Vegetation, wildlife habitats, water bodies, air quality, flood zone
- » **Infrastructure:** Existing utilities (power, water, sewer), transportation access, road network
- » **Zoning and regulations:** Land use classifications, permitted development types, building codes

STEP 3

SITE SELECTION

Market analysis: Customer demographics, purchasing power, competition

Accessibility: Proximity to target market, transportation options, traffic patterns

Economic factors: Land costs, operational expenses, labor availability

Business needs: Size requirements, storage needs, potential for expansion, staging areas/logistics during construction

C&W WILL PROVIDE A DETAILED PROJECT SCHEDULE FOR EACH PROJECT



RISK MITIGATION PLAN

We work proactively to identify, assess, and address potential challenges throughout the project lifecycle. Our plan will analyze risks related to site selection, regulatory compliance, budget constraints, and stakeholder alignment. Each identified risk is paired with tailored mitigation strategies, such as contingency planning for unforeseen delays or costs. Our risk management plan is a living document, continuously monitored and updated to reflect changing conditions and emerging risks, ensuring that potential issues are minimized and managed effectively to protect the project's timeline, budget, and quality standards.



REPORTING AND COMMUNICATION

C&W understands that clear, consistent communication is essential to the success of a project involving public entities such as the City of Port St. Lucie and diverse stakeholders. To maintain timely and clear communications, we will implement the following:

- » **Stakeholder Engagement:** We will establish structured communication channels to keep City staff, elected officials, and the public informed. Regular updates will achieve alignment and transparency.
- » **Public Outreach Strategy:** Our approach may include public workshops, surveys, and forums to gather community input and reflect it in the project’s development.
- » **Timely Reporting:** C&W will provide detailed progress reports and updates, ensuring that all stakeholders are informed of milestones, risks, and budget status.
- » **Accessible Documentation:** All project-related materials will be clearly documented and shared in formats that accommodate a range of audiences, fostering inclusiveness and trust.

C&W’s comprehensive and methodical approach which will be outlined in the Project Management Plan will ensure that and City project is well-organized, transparent and aligned with Port St. Lucie’s goals. Each component of the plan is designed to mitigate risks, maximize efficiency, and deliver results that exceed expectations.



CONSTRUCTION SCHEDULE

- » Milestone Construction Schedule is Backbone
- » Team Effort to Mitigate Issues
- » Reviewed Weekly
- » 3-Week “Look Ahead”
- » Cost Loaded as Basis to Release Payment
- » Legal and Living Document
- » 75 percent CD Stage Best For Constructibility Review



OTHER MATERIAL

Proposers are encouraged to include any additional materials that may assist the City in evaluating their proposals and overall approach to the project. Supplementary materials such as pre-printed advertisements, brochures, and promotional content may be attached as supporting information but shall not replace a detailed written response. Submitting brochures in place of a specific written response will result in disqualification or devaluation of the proposal.

ADDITIONAL SERVICES

C&W is proposing to include the following additional service (in-house) to our engagement given the City's strategic goals and objectives. Additional detail on each group and some case studies are included for your review.



SPORTS & ENTERTAINMENT ADVISORY GROUP



DILIGENCE ADVISORY GROUP



VALUATION & ADVISORY

SPORTS & ENTERTAINMENT ADVISORY GROUP

C&W’s Sports & Entertainment Advisory Group provides a complete suite of services needed to design, build, finance, and operate athletic and entertainment venues. Our experience working with clients and the communities surrounding their project translates to reduced risk, time savings, and cost savings. But we are not just a real estate business...

WE ARE A LIFESTYLE BUSINESS.

OUR THREE DIVISIONS



PROFESSIONAL

We help our professional sports clients fortify fandom, establish a bond with regional communities and create a memorable experience both inside a stadium and the area surrounding it. We make sure a venue run efficiently and maximize its revenue potential.



CIVIC

When communities have access to the arts and entertainment, they thrive. We take pride in partnering with clients to deliver facilities that not only function well but enhance the lives of visitors.



COLLEGIATE

We help colleges and universities unleash the power of their campus with beautiful, state-of-the-art spaces that not only invite people in, but invite them to stay. Strategies for preserving capital and leveraging surrounding land and buildings are vital to the process.

STRATEGIC PARTNERS

W Partners is a premier sales and marketing agency that represents teams and properties in the sports and entertainment industries. W Partners works with our clients’ to develop a corporate partnership go-to-market strategy and value proposition that we can collectively take to market to generate and maximize short and long-term revenue streams.

SUITE OF SERVICES

- » Appraisal / valuation
- » Branding and identity
- » Community relations
- » Construction management
- » Design
- » Due diligence, demographic, and feasibility studies
- » Financing
- » Land acquisition
- » Master planning
- » Organizational strategy
- » Project/ venue programming and phasing advisory
- » Property and facilities management
- » Public/private partnership structuring
- » Retail leasing
- » Revenue and cost model analysis
- » Sales and marketing
- » Site selection
- » Sponsorship and naming rights consulting
- » Sustainability consulting

CLIENTS

- » Public and private universities
- » Professional sports ownership
- » Local government entities

ASSETS

- » Athletic stadiums and mega arenas
- » Amphitheaters
- » Amusement parks
- » Aquariums
- » Bowling alleys
- » Conference, expo, convention centers
- » Equestrian centers
- » E-sport facilities
- » Event complexes
- » Fairgrounds
- » Golf courses
- » Health and fitness centers
- » Hunt clubs
- » Live performance and concert theaters
- » Motorsport tracks and facilities
- » Movie theaters
- » Skating / hockey rinks
- » Ski resorts
- » University sport facilities
- » Waterpark resorts

SPORTS & ENTERTAINMENT ADVISORY GROUP CASE STUDY FC CINCINNATI WADE SQUARE DEVELOPMENT ADVISORY



C&W is presently engaged to assist the owners of FC Cincinnati in transforming several blocks in a historic neighborhood just north of Downtown Cincinnati called Over-the Rhine (OTR). The goal is to create a welcoming, inclusive and walkable neighborhood with vibrant public spaces.

The assignment involves evaluating and programming the properties adjacent to their new soon-to-be-completed stadium in North Downtown, Cincinnati and executing a process to engage a Master Development Partner which will organize, market, finance and complete the Project.

The development will be representative of the new Cincinnati, focused on a live, work, play environment. Anchored and catalyzed by the new FC Cincinnati Major League Soccer stadium, it will be animated by sports, entertainment, food and beverage, office, hotel venues as well as a diversity of housing options.

The Project will be a new uptown landmark, economically successful and architecturally iconic. The development program and adjacent assets will be complementary to the stadium and stadium uses, enhancing the fan experience and generating significant financial returns.

The development will bring jobs and vitality to the OTR district with a rich sports, entertainment and cultural scene due to its proximity to the new FCC Stadium, and the Art Academy of Cincinnati, Cincinnati Symphony, Cincinnati Opera, the School for Creative and Performing Arts, Memorial Hall, Music Hall and other arts venues.



THE PROCESS INCLUDES THE FOLLOWING MAJOR COMPONENTS

- » Research
- » Market Assessment
- » Planning & Development
- » Financial Brokerage
- » Identify, Select, & Engage Master Developer

DILIGENCE ADVISORY GROUP

C&W’s Diligence Advisory Group (DAG) provides commercial real estate advisory services with both national and global scalability, along with localized market expertise. We make it possible by cutting through the complexity, relentlessly seeking opportunities for our clients and creating custom-made solutions to achieve end-to-end results. DAG explores every opportunity by showing the big picture, never waiting for opportunities to come knocking but instead proactively seeking and making great things happen for our clients. Our advice is your advantage, grounded in real-world experience with an instinctive understanding of market fundamentals, leveraging years of problem-solving expertise across multiple asset types. Additionally, DAG excels in making connections by bringing the right team together, developing bespoke strategies with a solution-mindset, and executing with 100% focus to maximize our clients’ success.

60+

**SPECIALIZED
PROFESSIONALS**

3,000

**ASSIGNMENTS
COMPLETED
EACH YEAR**

\$45B

**DEBT OR
EQUITY
INVESTMENTS
ANALYZED
ANNUALLY**

SUBJECT MATTER RELATIONSHIPS

PRACTICE GROUPS

- » Energy, Agriculture, & Natural Resources
- » Healthcare
- » Hospitality & Leisure
- » Infrastructure
- » Living Sectors
- » Logistics & Industrial
- » Office & Life Sciences
- » Portfolio Solutions
- » Retail

ADVISORY SERVICES

- » Appraisal Management
- » Business Valuation
- » Diligence Advisory
- » Dispute Analysis & Litigation Support
- » Machinery & Equipment
- » Property Tax Agency
- » Right-of-Way & Eminent Domain
- » Trusts & Estates
- » Valuation For Financial Reporting



CUSTOMIZED RESEARCH & ANALYTICS

- » Market Tracking / Benchmarking
- » Thought Leadership Pieces
- » Market Performance Indices
- » GIS / Mapping Deliverables
- » Forecasting Market Dynamics
- » Asset Dashboards
- » Database Development



PORTFOLIO ANALYSIS & OPTIMIZATION

- » Portfolio Performance
- » Feasibility Analysis
- » Position / Reposition Strategies
- » Retail Re-tenanting
- » Utilization Studies
- » Redevelopment Strategies
- » Portfolio Benchmarking Analytics
- » Asset Monetization / Disposition Strategies
- » Asset Services / Property-Level Reviews
- » Cash Flow and Projections



DEMAND / DEVELOPMENT FEASIBILITY

- » Project Feasibility
- » Economic Impact Studies
- » Demand Assessments
- » Market Research
- » Market Sizing
- » Location Strategy
- » Trade Area Analysis
- » Economic / Demographics
- » Retail Gap / Void Analysis
- » Housing Market Demand Trends

DILIGENCE ADVISORY GROUP PUBLIC CASE STUDY

USF FLETCHER REDEVELOPMENT PARCEL

PROJECT OBJECTIVES

C&W was engaged by the University of South Florida (“USF”) to conduct an analysis on current market conditions to help guide the redevelopment of the Fletcher parcel directly north of the main campus.

The goal of this report was to identify demand for different asset types that could be a part of the redevelopment and provide a framework to discuss how to create an inclusive and walkable future development, with vibrant public spaces, that can potentially create a dynamic environment for students, faculty, alumni, visitors as well as for the surrounding community.

The proposed development program will:

- » Advance strategic priorities via a public-private partnership
- » Elevate the campus experience for students, faculty and visitors
- » Embrace USF’s ecological assets & cultural history
- » Strengthen connectivity between campus and surrounding community
- » Promote USF’s unique brand and identity

This project and its components will be viewed as a catalyst to the USF community that will create a meaningful, district-focused development, complementing and fulfilling the school’s strategic plan. It will support and encourage growth in area drivers such as Museum of Science & Industry (MOSI), the regional University Mall and the healthcare cluster centered north of the main campus to the west of the Fletcher site.

PRELIMINARY FINDINGS

With the recent groundbreaking for USF’s stadium and redevelopment of the north lawn into a vibrant, walkable area that creates a unique opportunity that will be a hub for various events and student activities.

The Fletcher site is ideal for a variety of primary uses including:

- » Housing (both purpose-built student housing and market-rate multifamily)
- » Retail (including dining)
- » Hospitality/conference space
- » Academic/research/office uses
- » Greenspace/recreation areas

All uses combining to serve as gathering settings for USF students, faculty, visitors and the greater Tampa Bay community.

The site can tie into development surrounding the stadium and create a large-scale placemaking vibrant space that provides much needed student services that will likely be able to attract premium rents and tenants.

The connectivity of the site to USF’s main campus remains a challenge across Fletcher Avenue but by developing a strategy to activate the four corners of Fletcher Avenue and North 46th Street, the project can create a true “front door” for the university.

OPPORTUNITY MATRIX

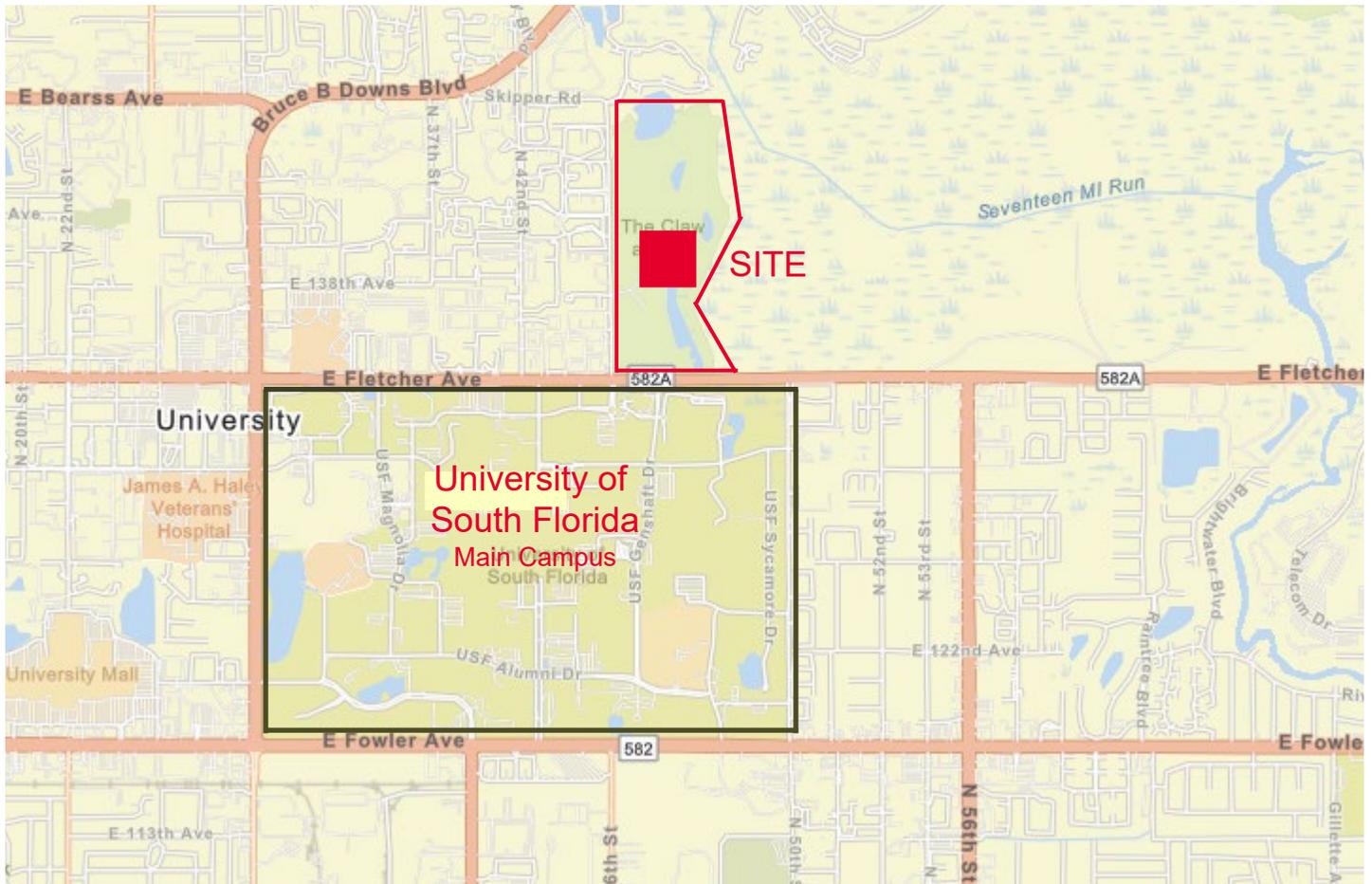
SUPPLY / DEMAND METRICS

Enter password: **PSCW-KK**

Opportunities by Asset Type

Use	MSA / REGION			PRIMARY MARKET AREA / PMA			Adjacent to Fletcher Parcel	
	Current Demand	New Supply	Growth Potential (next 3 years)	Current Demand	New Supply	Growth Potential (next 3 years)	Current Use	Growth Potential (next 3 years)
Student Housing (Class A) ¹	High	Moderate	High	High	Moderate	High	Yes	High
Market -Rate Apartments (Class A)	High	Moderate	High	Moderate	Moderate	High	Yes	High
Retail (Inline Space)	High	Low	High	High	Low	High	No	High
Office ² (Class A)	Low	Low	Low	Low	Low	Low	No	High
Hospitality ³ (Upper -Midscale)	High	Low	Moderate	Moderate	Moderate	Moderate	No	High
Meeting/Conference Space	Low	Low	Moderate	High	Low	High	No	High

Source: Cushman & Wakefield Research, 2024.
 1. Student housing includes purpose-built student housing for undergrads as well as upper class and graduate student housing needs.
 2. Includes traditional office, on-campus office facilities include academic and research space as well as wet and dry labs for use by faculty and students.
 3. "Upper mid-scale" refers to a hotel category that sits above the standard "midscale", but below "upscale"; it signifies a mid-range hotel with slightly higher amenities and room quality compared to a typical midscale hotel, often featuring a mix of business & leisure travelers.



VALUATION & ADVISORY

C&W’s Valuation & Advisory (V&A) expertise spans single-asset appraisals to complex real estate advisory and business valuations. We specialize in multiple asset classes requiring specific experience and technical knowledge. Exceptional research analytics, future-looking technology and highly credentialed professionals support our wide range of services. With the power of the C&W platform, V&A can offer national and global scalability as well as market knowledge from our Capital Markets, Brokerage and Asset Services practices.

ADVISORY SERVICES

- » Appraisal Management
- » Business Valuation
- » Diligence Advisory
- » Dispute Analysis & Litigation Support
- » Machinery & Equipment
- » Property Tax Agency
- » Right-of-Way & Eminent Domain
- » Trusts & Estates
- » Valuation For Financial Reporting

WE OFFER COORDINATED SERVICE SUPPORTED BY:

- » Collaborative communication platform
- » Data integration and automation
- » Global property and transaction database
- » Customized reporting, operational efficiencies, templates
- » Document storage for individual assets and portfolios
- » Full life-cycle assignment and project management tracking
- » Future-looking technology

U.S. STATISTICS

55
OFFICES

500+
V&A PROFESSIONALS

41,027
PROPERTIES APPRAISED*

1 TRILLION
TOTAL VALUE OF APPRAISALS*

**Three-Year Average*

RESEARCH

Cushman & Wakefield has earned a national reputation for the quality and originality of our research and the value of our insights. A team of V&A Research Analysts (VARAs) in the U.S. manage more than 1,000 research requests per quarter, supporting our professionals’ work products. Reports cover national, regional and local market information, plus industry overviews and specific asset types. VARAs draw on technology tools as well as the firmwide research platform detailed below.

Market Intelligence

Our internal researchers worldwide utilize proprietary technology to track property-level data spanning physical property details, rich content, active listings and transactions in 300+ office markets and 270+ industrial/logistics markets.

Timely Output

C&W’s forward-thinking, disciplined approach and ongoing platform innovation allow for the efficient dissemination of the latest data and production of timely market trend information and forecasts.

Knowledge Transfer

Our platform supports the delivery of real-time and historical data and analysis to clients. More than 1,600 MarketBeat quarterly publications continuously cover office, industrial, retail, multifamily, land and hospitality properties.

Tailored Approach

Occupiers, owners, buyers, sellers, investors and developers can trust our unbiased, unfiltered approach to analysis and reporting, which also allows for the evolution, scaling and customization of data to suit the scale and scope of the client’s business.

VALUATION & ADVISORY SERVICES SOUTHEAST REGION

Industry-leading professionals where you need them most, delivering better outcomes through their experience, client service, and perspective.

SOUTHEAST REGION BY THE NUMBERS



55+

V&A PROFESSIONALS



30

MAI DESIGNATED PROFESSIONALS



20+

AREAS OF SPECIALIZATION



16

CORE MARKETS



SPECIALTIES & SERVICES

DEDICATED PRACTICE GROUPS

- » Data Center
- » Energy, Agriculture & Natural Resources
- » Healthcare
- » Hospitality & Leisure
- » Infrastructure
- » Life Sciences
- » Living Sectors/Multifamily
- » Logistics & Industrial
- » Office
- » Retail
- » Self Storage

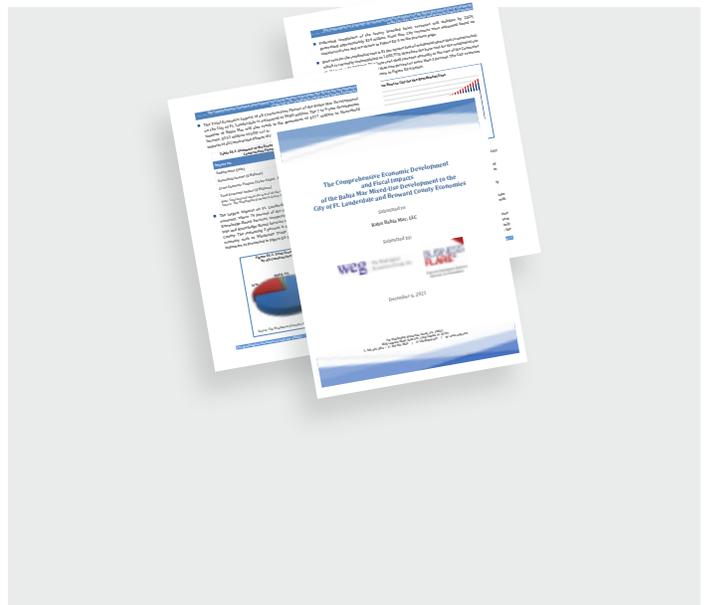
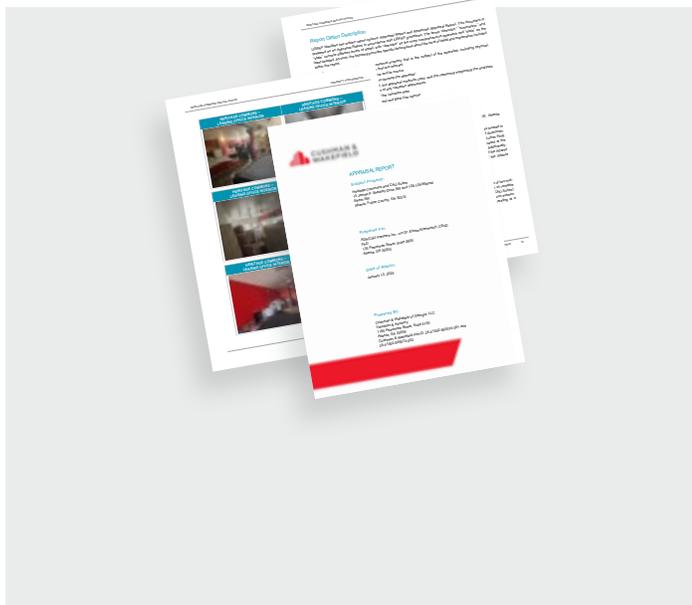
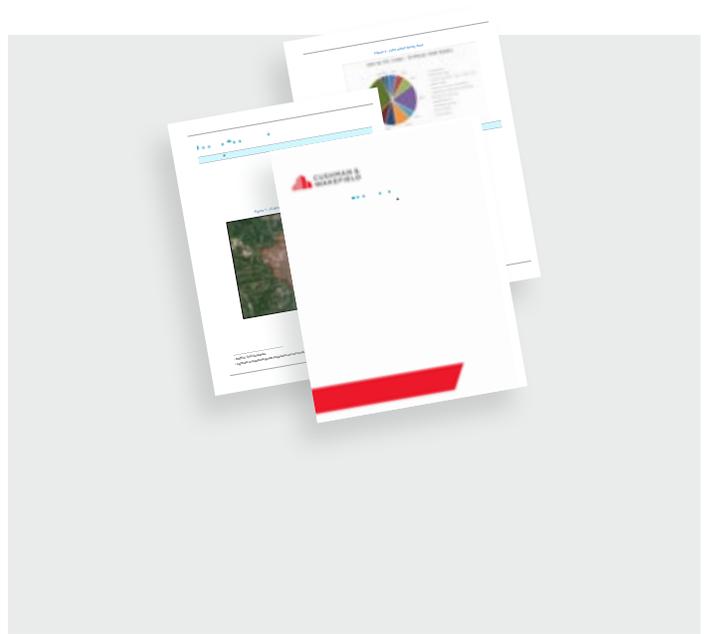
SPECIALTY ADVISORY SERVICES

- » Business Valuation
- » Diligence Advisory
- » Dispute Analysis & Litigation Support
- » Institutional Client Services
- » Machinery & Equipment
- » Property Tax Services
- » Right-of-Way & Eminent Domain
- » Trusts & Estates
- » Valuation for Financial Reporting

06 OTHER MATERIAL

CLICK TO VIEW THE FOLLOWING SAMPLE DOCUMENTS THAT HIGHLIGHTS C&W'S ABILITY TO PROVIDE EXPERT FINANCING & INVESTMENT STRUCTURING & ANALYSIS

Enter password: MC2025-3646





PROPOSED SCHEDULE

This section shall include a detailed timeline for achieving the scope of work, with a delineation of assigned staff associated with the project. Also include a timeline for the task; marketing schedules and promotions efforts to achieve property sales. The Broker must have sufficient qualified staff to achieve the desired deliverables.

PROPOSED SCHEDULE

REPRESENTATIVE TIMELINE

As discussed earlier in this proposal, there is a meticulous, systematic marketing process. The timeline graphically shown below pulls it all together in summary fashion.



STRATEGIC PLANNING & UNDERWRITING	PRE-MARKETING	FORMAL MARKETING	OFFER PROCESS & BUYER SELECTION	P&S NEGOTIATIONS & DUE DILIGENCE	CLOSING
<ul style="list-style-type: none"> » Analyze comparable and competing offerings in the market » Establish marketing strategy » Commence C&W due diligence » Order ground and aerial photographs as needed » Create marketing materials 	<ul style="list-style-type: none"> » Develop top investor list (send RFQ if used) » Send teaser brochure to ownership for approval » Eblast teaser to proprietary database contacts (unless RFP process) » Present ownership with draft of offering memorandum » Finalize offering materials 	<ul style="list-style-type: none"> » Use unpriced offering with aggressive whisper price » Send offering memorandum as indicated » Follow-up with leading prospects » Meet internally to refine process » Distribute weekly activity reports to ownership 	<ul style="list-style-type: none"> » Call for offers » Analyze and grade bids » Call for best and final offers from top bidders » Repeat bidding rounds—no limit » Interview top bidders, request references as needed » Select primary and back-up bids 	<ul style="list-style-type: none"> » Negotiate terms of purchase and sale contract » Finalize contract with performance benchmarks » Begin, coordinate due diligence » Respond to issues arising from purchaser's due diligence » Monitor purchaser's commitment to closing 	<ul style="list-style-type: none"> » Assist legal team as needed » Finalize closing documents » Close of escrow
PHASE TIMELINE					
1 WEEK	2 WEEKS	6 WEEKS	*4-6 WEEKS	*8 WEEKS	4 WEEKS
CUMULATIVE TIMELINE					
1 WEEK	3 WEEKS	8 WEEKS	10 WEEKS	16 WEEKS	20 WEEKS

**Allow for City commission review/approval*



COMMISSION RATE / APPLICABLE FEES

Outline commission rate which will only be paid upon successful sale or lease at closing of properties. The rate proposed percentage will be used for proposal evaluation, and all pricing included in the proposal shall be in effect throughout the Contract period. All other applicable fees must be itemized and approved. Note: The City does not pay for travel expenses, meals, or entertainment.

COST PROPOSAL

#	Item Name, Description, Etc.	Rate	Comments
1	Buyer Representative	4%	Commission paid by Seller.
2	Seller Representative	4%	Commission paid by the City.
3	The City as Landlord Representation	6%	Commission paid by the City. C&W to be responsible for any outside/co-broker (if any)
4	The City as Tenant Representation	4%	Commission paid by Landlord/Owner
5	Strategic Consulting & Advisory Services		See Hourly Rate Schedule (page 105)

Cushman & Wakefield will provide discounts/rebates to the City (see chart below). The City can apply this discount in a manner of its choosing. For example, in a situation where C&W represents the City as a seller or landlord, the City may choose to discount the commissions to C&W. In situations where C&W represents the City as a lessee or buyer, the City can use the rebate to pay for other services and/or C&W can donate the rebate to a scholarship fund, etc.

Commission Fee Amount	Transaction Discount
\$0 - \$25,000	0%
\$25,001 - \$50,000	5%
\$50,0001 - \$100,000	10%
\$100,001 - \$250,000	15%
\$250,001+	20%

Discounts are on a per-deal basis and are cumulative. By way of example, a \$125,000 gross commission as calculated according to rates in Brokerage Service Fee table generates a \$10,000 discount, calculated as follows:

Commission Fee Amount	Transaction Discount	
\$0 - \$25,000	0%	\$0
\$25,001 - \$50,000	5%	\$1,250
\$50,0001 - \$100,000	10%	\$5,000
\$100,001 - \$250,000	15%	\$3,750
TOTAL DISCOUNT(S)		\$10,000

HOURLY RATE SCHEDULE WORKSHEET

#	Job Title	Role/Qualification	Year 1 - 3
1	Executive Director	Project Governance/Executive Oversight	\$250
2	Senior Managing Director	Primary Point of Contact and Manager	\$200
3	Director	Assistant Manager, Deliverables	\$175
4	Associate Director	Primary Analysis, Deliverables	\$150
5	Associate	Research and Analysis, Deliverables	\$125
6	Financial Analysis/Research	Financial Analysis, Spreadsheets	\$100
7	Project Coordinator	Assistant	\$90
8	Administrative	Graphics, Deliverables, Clerical	\$75

FIXED RATE SCHEDULE PROJECT/DELIVERABLE

#	Job Project	Fixed Rate	Not to Exceed
1	Independent Marketing Analysis	\$1,500	\$2,500
2	Broker Opinion of Value ("BOV")	\$500	\$1,500
3	Real Estate Transaction Report	\$2,500	\$2,750

ADDITIONAL CONSIDERATIONS

- » Marketing Costs will be the responsibility of Broker (Cushman & Wakefield).
- » No additional payments will be made over and above the agreed upon commission rate for any reason and no payment will be made or due if property is not sold during the contract period.
- » It is expressly understood that Cushman & Wakefield is entitled to receive compensation under this Contract only in the event a transaction is fully and unconditionally executed and approved by the City.



PROPOSER'S LOCATION

“Local Business” defined: “Local business.” For the purposes of this section, “local business” shall mean a business which meets all the following criteria:

Has had a fixed office or distribution point located in and having a street address within St. Lucie, Indian River, Martin or Okeechobee County for at least one year prior to the issuance of the request for competitive bids or request for proposals by the City. The fixed office or distribution point must be staffed. Post office boxes are not verifiable and shall not be used for the purpose of establishing a physical address; and

Holds a business tax receipt required by the City of Port St. Lucie (City).

Please refer to City Code of Ordinances, Section 35.14 for more information on local preference in purchasing.

Please complete and upload Certificate- Supplier Location Certification Form in Section Vendor Submission Requirements and Attestations.

LOCAL BUSINESS

C&W currently has a local office on the Treasure Coast in Indian River County at **801 Wellness Way, Sebastian, FL 32958**. If awarded the Port St Lucie engagement, C&W will establish a firm office in Port St. Lucie.

10

APPENDIX

| Mandatory Documents



CONSULTANT'S GENERAL INFORMATION WORK SHEET

1. Corporation, Partnership, Joint Venture, Individual or other? Corporation

2. Firm's name and main office address, telephone and fax numbers

Name: Cushman and Wakefield, US, Inc.

Address: 3801 PGA Blvd, Suite 104

Palm Beach Gardens, FL 33410

Telephone Number: 561-227-2674

Fax Number: n/a

3. Contact person: Ken Krasnow Email: Ken.krasnow@cushwake.com

4. Firm's previous names (if any). _____

5. How many years has your organization been in business? 100+ years

6. Is the firm claiming Local Preference under City Ordinance 35.12? **NO**

7. Has the Proposer or any principals of the applicant organization failed to qualify as a responsible Proposer; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages in the last five (5) years? List the name of project, location, client, engineer, date and reason. Use additional pages if needed.

Total Number of Projects where Failure to Complete Work Occurred: 0

Project Number 1

Project Name:

Project Location:

Client Name and Phone Number:

Engineer Name and Phone Number:

Date:

Reason:

Insert additional projects if needed.

8. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes ()

No (X)

If yes, please explain:

9. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest:

None _____

(N/A is not an acceptable answer - insert lines if needed)

10. List any judgments from lawsuits in the last five (5) years:

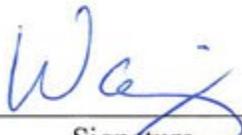
None _____

(N/A is not an acceptable answer - insert lines if needed)

11. List any criminal violations and/or convictions of the Proposer and/or any of its principals:

None _____

(N/A is not an acceptable answer - insert lines if needed)



Signature



Title



E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.
3. The Contractor hereby represents that it is in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes. The Contractor further represents that it will remain in compliance with the requirements of Sections 448.09 and 448.095 Florida Statutes, during the term of this contract and all attributed renewals.
4. The Contractor hereby warrants that it has not had a contract terminated by a public employer for violating Section 448.095, Florida Statutes, within the year preceding the effective date of this contract. If the Contractor has a contract terminated by a public employer for any such violation during the term of this contract, it must provide immediate notice thereof to the City.

E-Verify Company Identification Number 1221729

Date of Authorization 07/20/2023

Name of Contractor Cushman and Wakefield, US, Inc.

Name of Project _____

Solicitation Number (If Applicable) _____

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March, 6, 2025 in Orlando (city), FL (state).

Wey
Signature of Authorized Officer

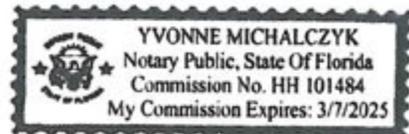
Wanda Riley, Managing Principal, Florida
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 6th DAY OF March, 2025.

NOTARY PUBLIC Yvonne Michalczuk

My Commission Expires: 3/7/25





NON-COLLUSION AFFIDAVIT

State of Florida }

County of Orange }

Wanda Riley, being first duly sworn, disposes and says that:
(Name/s)

1. They are Managing Principal of Cushman and Wakefield, US, Inc. the Proposer that
(Title) (Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.



(Signed) Waz
(Title) Managing Principal, Florida

STATE OF FLORIDA }
COUNTY OF ST. LUCIE } SS:

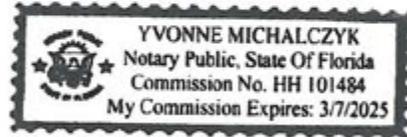
The foregoing instrument was acknowledged before me this (Date) March 6, 2025

by: Wanda Riley who is personally known to me or who has produced
_____ as identification and who did (did not) take an oath.

Commission No. _____

Notary Print: Yvonne Michalczyk

Notary Signature: Yvonne Michalczyk





SUPPLIER LOCATION CERTIFICATION

The undersigned, as a duly authorized representative of the Supplier listed herein, certifies to the best of their knowledge and belief, that the Supplier's location is correctly reflected based upon the below information. For purposes of this section, "Location" shall mean a business which:

- a) How far is the Supplier's fixed office or distribution point located from City Hall; and
- b) Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

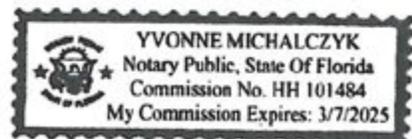
Complete the following and upload this document and the Google Maps print out to the required sourcing platform:

Business Name: Cushman and Wakefield, US, Inc.	
Current Local Address: 3801 PGA Blvd, Suite 104 Palm Beach Gardens, FL 33410	Phone: 561 227 2674
Length of time at this address: 2 Years	Fax:
Please provide your prior business address if the above address has been for less than one (1) year, prior to the issuance of this solicitation. n/a	
Length of time at this address:	
Home Office Address: n/a	Phone:
Length of time at this address:	Fax:

(Signed) Wanda Riley
 (Title) Managing Principal, Florida

STATE OF FLORIDA }
 COUNTY OF ST. LUCIE) SS:

The foregoing instrument was acknowledged before me this (Date) March 6, 2025
 by: Wanda Riley who is personally known to me or who has produced
 _____ as identification and who did (did not) take an oath.



Yvonne Michalczyk Commission No. HH101484
 Notary (print & sign name) Yvonne Michalczyk

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give form to the
 requester. Do not
 send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See <i>Specific Instructions</i> on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)	
	Cushman & Wakefield, U.S., Inc. (f/k/a Cassidy Turley Commercial Real Estate Services, Inc.)	
	2 Business name/disregarded entity name, if different from above.	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.	
	<input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ (Applies to accounts maintained outside the United States.)	
5 Address (number, street, and apt. or suite no.). See instructions.		
3801 PGA Blvd, Suite 104		
6 City, state, and ZIP code		
Palm Beach Garden, FL 33410		
7 List account number(s) here (optional)		
Requester's name and address (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number									
or									
Employer identification number									
4	3	-	0	9	5	5	2	3	4

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person	<i>Omar Acosta</i>	Date	01/15/2025
------------------	--------------------------	--------------------	------	------------

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh USA, LLC 155 N. Wacker, Suite 1200 Chicago, IL 60606	CONTACT NAME: Tim Schwieters PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: Tim.Schwieters@aon.com													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: ACE American Insurance Company</td> <td>22667</td> </tr> <tr> <td>INSURER B: Travelers Property Cas Co of America</td> <td>25674</td> </tr> <tr> <td>INSURER C: The Charter Oak Fire Insurance Company</td> <td>25615</td> </tr> <tr> <td>INSURER D: The Travelers Indemnity Co of CT</td> <td>25682</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: ACE American Insurance Company	22667	INSURER B: Travelers Property Cas Co of America	25674	INSURER C: The Charter Oak Fire Insurance Company	25615	INSURER D: The Travelers Indemnity Co of CT	25682	INSURER E:		INSURER F:
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INSURER D: The Travelers Indemnity Co of CT	25682													
INSURER E:														
INSURER F:														
INSURED Cushman & Wakefield U.S., Inc. 225 West Wacker Drive, Suite 3000 Chicago, IL 60606														

COVERAGES

CERTIFICATE NUMBER: 1131611

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____			XSL G48985877	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ NA PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 SIR \$ 750,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			TC2JCAP-4286L417-TIL -25	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ _____ BODILY INJURY (Per accident) \$ _____ PROPERTY DAMAGE (Per accident) \$ _____ \$ _____
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB OCCUR <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ _____ AGGREGATE \$ _____ \$ _____
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	UB-0P135893-25-51-K (AOS)	1/1/2025	1/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
D				UB-8N678063-25-51-R (AZ, WI)	1/1/2025	1/1/2026	E.L. EACH ACCIDENT \$ 1,000,000
B				TWXJUB-4286L405-TIL-25 (OH)	1/1/2025	1/1/2026	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
				Policy above includes \$500,000 SIR			E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Leased Space - Tampa City Center, 201 North Franklin Street Tampa, FL 33602 - Unit #1890/ 3300, Letter ID: 128682. Banyan Street/Gap TCC Owner, LLC, BSC Realty Services, LLC and their Successors and Assignees are included as an Additional Insured in regards to General Liability solely with respect to claims arising out of Cushman & Wakefield U.S., Inc. acts while on the premises for Cushman & Wakefield U.S., Inc. operations with the Certificate Holder as required by written contract or agreement and where allowed by law. Insurance afforded to the Additional Insureds in regards to General Liability shall apply as primary insurance and any other insurance carried by the Certificate Holder will not contribute with this insurance and is limited to liability arising out of the operations of the Named Insured where required by written contract and where allowed by law. We waive any right of recovery we have against any person or organization when the Named Insured has agreed to such a waiver in a written contract executed prior to loss.

CERTIFICATE HOLDER**CANCELLATION**

25-26 GLALWC (Cush&Wake U.S. Inc.)

1131611

BSC Realty Services, LLC Brown & Brown RS Insurance Services, LLC 7600 Market Street Boardman, OH 44512 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <small>AUTHORIZED REPRESENTATIVE of Marsh USA LLC</small> 

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State of Florida

Department of Business & Professional Regulation
2601 BLAIR STONE ROAD
TALLAHASSEE, FL 32399-0783

10/22/2024

CUSHMAN & WAKEFIELD OF FLORIDA LLC
1 TAMPA CITY CENTER SUITE 3300
TAMPA, FL 33602

LICENSURE CERTIFICATION

For Florida Licensee: CUSHMAN & WAKEFIELD OF FLORIDA LLC

License Number: CQ1056327

Current License Status: Current, Active

Date of Initial License: 07/03/2018

License Type: Real Estate Corporation

Date of License Expiration: 03/31/2026

Verify this license status and discipline online at MyFloridaLicense.com.

A handwritten signature in cursive script that reads "Jocelyn Pomales".

Jocelyn Pomales, Senior Management Analyst I
Florida Department of Business and Professional Regulation
Florida Division of Real Estate





Ron DeSantis, Governor

Melanie S. Griffin, Secretary



**STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

DIVISION OF REAL ESTATE

THE BROKER HEREIN IS LICENSED UNDER THE
PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

KRASNOW, KENNETH M

1345 RIVER RIDGE DRIVE
VERO BEACH FL 32963

LICENSE NUMBER: BK3249404

EXPIRATION DATE: MARCH 31, 2027

Always verify licenses online at MyFloridaLicense.com

ISSUED: 01/22/2025

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Melanie S. Griffin, Secretary



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DIVISION OF REAL ESTATE

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JOHNSON, MARGERY H

20 N ORANGE AVE
ORLANDO FL 32801

LICENSE NUMBER: BK444368

EXPIRATION DATE: SEPTEMBER 30, 2026

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ISSUED: 03/20/2025

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PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

SLOWIK, ANDREW JACOB

8205 LIEBTON PLACE
PARRISH FL 34219

LICENSE NUMBER: SL3247774

EXPIRATION DATE: MARCH 31, 2027

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ISSUED: 03/14/2025

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EALY, RACHEL LYNNE

2500 LEE RD APT 230
WINTER PARK FL 32789

LICENSE NUMBER: SL3499093

EXPIRATION DATE: MARCH 31, 2027

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ISSUED: 01/15/2025

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O DONNELL, J SCOTT PA

1850 LAKE DRIVE
DELRAY BEACH FL 33444

LICENSE NUMBER: BK3005339

EXPIRATION DATE: MARCH 31, 2027

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ISSUED: 03/10/2025

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FELDMAN, MICHAEL

158 BARBADOS DRIVE
JUPITER FL 33458

LICENSE NUMBER: BK3109580

EXPIRATION DATE: SEPTEMBER 30, 2026

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ISSUED: 11/10/2024

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DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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METZGER, CHRISTOPHER J

1734 DEL HAVEN DRIVE
DELRAY BEACH FL 33483

LICENSE NUMBER: BK200376

EXPIRATION DATE: SEPTEMBER 30, 2026

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ISSUED: 08/29/2024

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DIVISION OF REAL ESTATE

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PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

GILBERT, MARK ALAN

1835 FAIRHAVEN PLACE
MIAMI FL 33133

LICENSE NUMBER: SL556412

EXPIRATION DATE: SEPTEMBER 30, 2025

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KENNETH M. KRASNOW

Vice Chair, Public Institutions - Florida
+1 954 377 0484
ken.krasnow@cushwake.com

**CUSHMAN & WAKEFIELD
WEST PALM OFFICE**

3801 PGA Boulevard | Suite 104
Palm Beach Gardens, FL 33410

Better never settles

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CONSULTANT'S GENERAL INFORMATION WORK SHEET

1. Corporation, Partnership, Joint Venture, Individual or other? Corporation

2. Firm's name and main office address, telephone and fax numbers

Name: Cushman and Wakefield, US, Inc.

Address: 3801 PGA Blvd, Suite 104

Palm Beach Gardens, FL 33410

Telephone Number: 561-227-2674

Fax Number: n/a

3. Contact person: Ken Krasnow Email: Ken.krasnow@cushwake.com

4. Firm's previous names (if any). _____

5. How many years has your organization been in business? 100+ years

6. Is the firm claiming Local Preference under City Ordinance 35.12? **NO**

7. Has the Proposer or any principals of the applicant organization failed to qualify as a responsible Proposer; refused to enter into a contract after an award has been made; failed to complete a contract during the past five (5) years or been declared to be in default in any contract or been assessed liquidated damages in the last five (5) years? List the name of project, location, client, engineer, date and reason. Use additional pages if needed.

Total Number of Projects where Failure to Complete Work Occurred: 0

Project Number 1

Project Name:

Project Location:

Client Name and Phone Number:

Engineer Name and Phone Number:

Date:

Reason:

Insert additional projects if needed.

8. Has the Contractor or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?

Yes ()

No (X)

If yes, please explain:

9. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10 %) interest:

None

(N/A is not an acceptable answer - insert lines if needed)

10. List any judgments from lawsuits in the last five (5) years:

None

(N/A is not an acceptable answer - insert lines if needed)

11. List any criminal violations and/or convictions of the Proposer and/or any of its principals:

None

(N/A is not an acceptable answer - insert lines if needed)



Signature



Title



E-Verify Form

Supplier/Consultant acknowledges and agrees to the following:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Supplier/Consultant during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.
3. The Contractor hereby represents that it is in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes. The Contractor further represents that it will remain in compliance with the requirements of Sections 448.09 and 448.095 Florida Statutes, during the term of this contract and all attributed renewals.
4. The Contractor hereby warrants that it has not had a contract terminated by a public employer for violating Section 448.095, Florida Statutes, within the year preceding the effective date of this contract. If the Contractor has a contract terminated by a public employer for any such violation during the term of this contract, it must provide immediate notice thereof to the City.

E-Verify Company Identification Number 1221729

Date of Authorization 07/20/2023

Name of Contractor Cushman and Wakefield, US, Inc.

Name of Project _____

Solicitation Number (If Applicable) _____

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March, 6, 2025 in Orlando (city), FL (state).

Wey
Signature of Authorized Officer

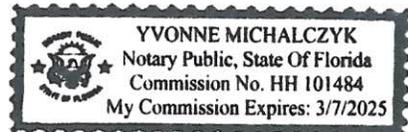
Wanda Riley, Managing Principal, Florida
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 6th DAY OF March, 2025.

NOTARY PUBLIC Yvonne Michalczuk

My Commission Expires: 3/7/25





NON-COLLUSION AFFIDAVIT

State of Florida }

County of Orange }

Wanda Riley, being first duly sworn, disposes and says that:
(Name/s)

1. They are Managing Principal of Cushman and Wakefield, US, Inc. the Proposer that
(Title) (Name of Company)

has submitted the attached PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such PROPOSAL;

3. Such Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.



(Signed) Waz
(Title) Managing Principal, Florida

STATE OF FLORIDA }
COUNTY OF ST. LUCIE } SS:

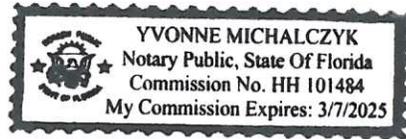
The foregoing instrument was acknowledged before me this (Date) March 6, 2025

by: Wanda Riley who is personally known to me or who has produced
_____ as identification and who did (did not) take an oath.

Commission No. _____

Notary Print: Yvonne Michalczyk

Notary Signature: Yvonne Michalczyk





SUPPLIER LOCATION CERTIFICATION

The undersigned, as a duly authorized representative of the Supplier listed herein, certifies to the best of their knowledge and belief, that the Supplier's location is correctly reflected based upon the below information. For purposes of this section, "Location" shall mean a business which:

- a) How far is the Supplier's fixed office or distribution point located from City Hall; and
- b) Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

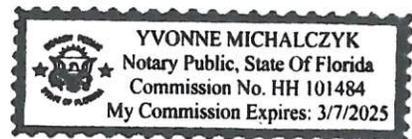
Complete the following and upload this document and the Google Maps print out to the required sourcing platform:

Business Name: <u>Cushman and Wakefield, US, Inc.</u>	
Current Local Address: <u>3801 PGA Blvd, Suite 104 Palm Beach Gardens, FL 33410</u>	Phone: <u>561 227 2674</u>
Length of time at this address: <u>2 Years</u>	Fax:
Please provide your prior business address if the above address has been for less than one (1) year, prior to the issuance of this solicitation. <u>n/a</u>	
Length of time at this address:	
Home Office Address: <u>n/a</u>	Phone:
Length of time at this address:	Fax:

(Signed) *Wanda Riley*
 (Title) Managing Principal, Florida

STATE OF FLORIDA }
 COUNTY OF ST. LUCIE } SS:

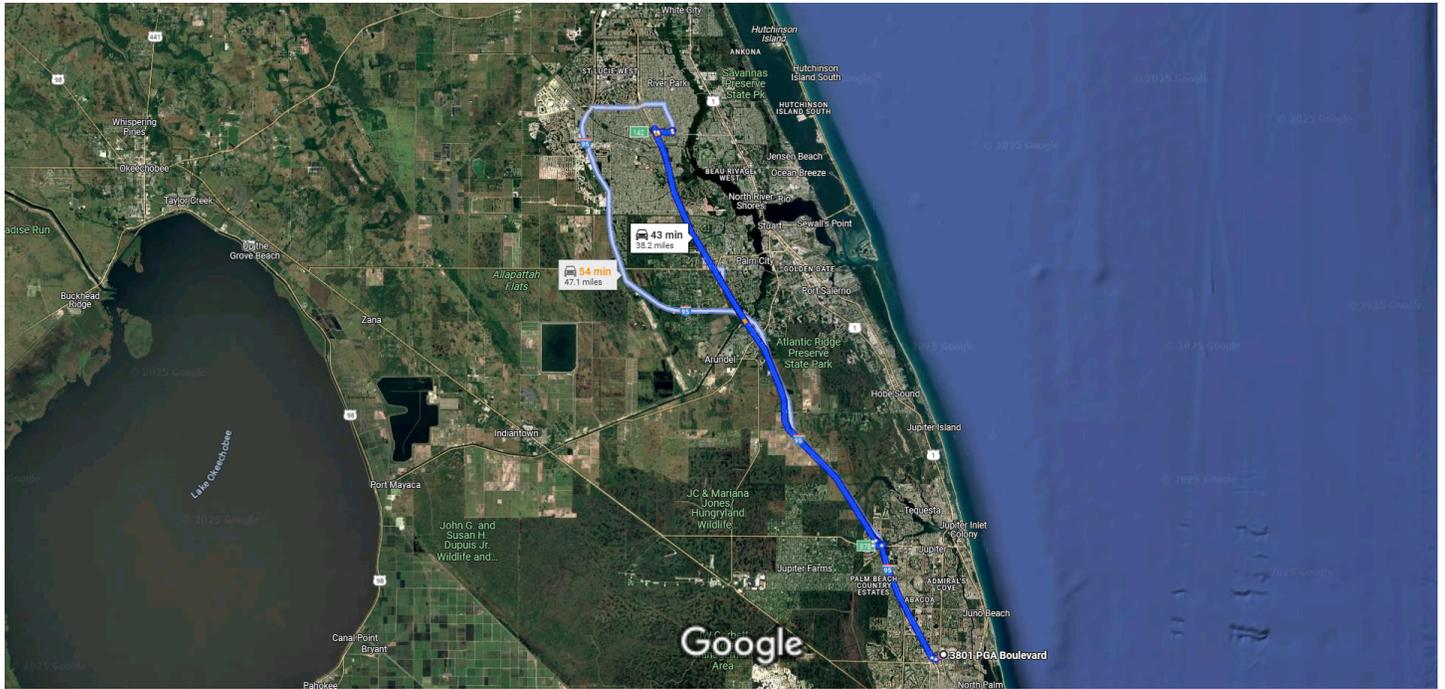
The foregoing instrument was acknowledged before me this (Date) March 6, 2025
 by: Wanda Riley who is personally known to me or who has produced
 _____ as identification and who did (did not) take an oath.



Yvonne Michalczyk Commission No. HH101484
 Notary (print & sign name) Yvonne Michalczyk



3801 PGA Blvd, Palm Beach Gardens, FL to 121 SW Port St Lucie Blvd Drive 38.2 miles, 43 min



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