



STATEMENT OF QUALIFICATIONS

**CONSTRUCTION OWNERS
REPRESENTATIVE**

THE COMMUNITY MARITIME PARK PROJECT

RESPONSE TO RFQ NO. 2009-01

MAY 27, 2009



MCINTYRE
MANAGEMENT GROUP, LLC

May 27, 2009

Mr. Edward E. Spears
Administrator
Neighborhood & Economic Development Division
City of Pensacola
5th Floor, City Hall
222 West Main Street
Pensacola, FL 32502

Re: Statement of Qualifications

Dear Mr. Spears,

McIntyre Management Group, LLC (MMG) is a project management company based in Destin, Florida. We are a certified small business enterprise with the City of Pensacola and are registered with the State of Florida.

We provide project management, development and owners representation for a wide portfolio of product types. Our principals have each led large international real estate development organizations and have completed projects in 40 countries.

We formed MMG to offer clients independent professional services that can be scaled to meet the client's objectives. We are confident that we can provide Community Maritime Park Associates, Inc. (CMPA) with a superior level of service that will result in a well-run, well-administered project that meets or exceeds all of the community objectives.

We have spent a great deal of time reviewing drawings, project history and researching the design criteria and project objectives. We believe that the team and approach we have assembled are well suited and qualified to serve as CMPA's agent ensuring that all project requirements are met.

Please know that we are committed to exceeding your expectations for professionalism, responsiveness and value.

Please find enclosed a statement of qualifications describing McIntyre Management Group, LLC, introducing our key staff and outlining possible opportunities to work together.

With kindest regards, I am

Very truly yours,

FOR MCINTYRE MANAGEMENT GROUP, LLC.



Craig McIntyre, Managing Partner



Craig McIntyre

Managing Partner

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FREQUENTLY ASKED QUESTIONS

Q: Who is MMG?

A: MMG is a project management firm located in Destin, FL specializing in providing owner's representation for mixed use, recreation, entertainment, commercial and hospitality projects.

Q: What qualifies MMG to work on the CMP project?

A: Our team has provided owner's representation and project management on similar projects with great success. Refer to our Project Experience section on Page 17.

Q: How many years of experience do the people assigned to the project have?

A: Project Director has 25 years. The Project Manager has 22 years. The Project Advisor has 36 years of experience. Refer to team resumes starting on Page 5.

Q. Why should we select MMG over the other qualified firms?

A. We have more experience on projects similar to CMP and our team will provide the highest degree of professionalism, collaboration and responsiveness.

Q. How is your proposal organized?

A.	Table of Contents	1 page
	FAQ (this page)	1 page
	Firm Capabilities	2 pages
	Resume Section	4 Pages
	Approach to the CMP project	7 pages
	Suggested Third Party Participation	1 page
	Project Experience with References	<u>5 pages</u>
	Total	21 pages

Q. Would MMG be on-site daily?

A. Yes. We would have a Pensacola office and will staff it for the duration of the project.

Q. Can MMG help CMPA with other activities?

A. Yes, we have been on the developer side and understand that new issues arise throughout any project. Our team can assist with development analyses, cash flows, marketing, branding, presentations and other related development requirements.

Q. This project has world-class partners and consultants. Is MMG world-class?

A. We have managed approximately \$80 billion in world-class projects throughout the globe. We are excited about sharing our experience on the CMP project.

MCINTYRE MANAGEMENT GROUP



McIntyre Management Group, LLC., based in Destin, FL, USA, is a full service development and project management company with a broad range of capabilities derived from experience with the world's leading development organizations. We represent real estate ownership by providing management of the planning, design and construction of world-class projects on a global basis. Our professional team has represented owners on a wide variety of public and private sector work including large-scale mixed use, resort, attractions, educational, commercial and residential projects. We are committed to exceeding our client's expectations for professionalism, integrity and responsiveness.

CORE CAPABILITIES AND COMPETENCIES

Our abilities are derived from the diverse project experience we've gained on projects completed throughout the globe. We bring together professionals in the fields of planning architecture, business and construction. This cross blend of expertise allows us to provide complete management over all business, technical and creative aspects of a project. Our approach involves partnership, collaboration and strong communication to ensure for a successful project outcome. Our core capabilities and competencies can be grouped into two categories: Development and Project Management.

Development Management Services

The key to the success of any project is the extent to which there is harmony between the business plan, investment objectives, the master plan and the resources to execute the project. Our development services will ensure that your project has the right foundation and business platform to succeed. Our services include:

- ❖ Market Research/Due Diligence Management
- ❖ Business Plan Preparation
- ❖ Project Organization/Resource Planning
- ❖ Pro Forma/Cash flows Preparation
- ❖ Master Plan Management
- ❖ Entitlement Management

Project Management Services



Our project management services include full service capability from conceptual design through to turnover to the operator. We have provided project management and owner representation services on projects in 40 countries with an aggregate value of approximately \$80 billion. Our proactive approach to project management combined with our wide array of techniques, permits our project leaders to identify and respond to issues quickly. We believe in establishing clear lines of responsibility, promoting the engagement of all stakeholders and establishing metrics from which to measure success.

Our teams use a wide variety of tools and strategies

Project Management is MMG's main line of business. While we regularly perform additional development duties as required to provide complete services, *Project Management is the primary focus of the firm.* Our partners and team members have honed their project management, organizational and project control procedures on a variety of project types in many locations around the globe. Each of the partners has spent their careers managing large, complex projects as their primary line of work. We understand that there is no substitute for leadership and effective project management and that the success or failure of the project, in many instances, rests on the quality of the project Management team.

We use tools and strategies that are appropriate for each project. We have a vast tool kit of project management tools to use depending on the scope and nature of the project. We will evaluate the needs and objectives of your project and apply the best industry practices. Common tools that we use include:

- ❖ Commitment Management Systems
- ❖ Document Management Systems
- ❖ Work Breakdown Structures
- ❖ Procurement Strategy
- ❖ Phasing Strategy
- ❖ Budgeting/Scheduling
- ❖ Bidding/Award
- ❖ Contract Negotiation
- ❖ Contract Administration
- ❖ Site Observation Reports
- ❖ Payment and deliverable verifications
- ❖ Specialty Consultant/Contractor Management
- ❖ Close-Out Procedures and Strategies
- ❖ Dispute Resolution
- ❖ On-Site representation



Craig McIntyre, Managing Partner

Craig has 25 years of experience providing owner’s representation and development management for large-scale mixed-use, commercial, hospitality, entertainment and residential projects. He has consulted on projects worldwide and has held Senior Management positions with leading development organizations. His areas of expertise include development planning, strategy, branding, design and project management. As an executive with Hard Rock, his team pioneered brand extensions including new hotels and casinos that diversified revenue streams and reinvigorated the 30-year-old brand.

Qualifications

- BBA, Management 1985, Stetson University, Deland, Florida
- Industrial Product Design, Auburn University
- Certified Value Engineering specialist
- Highly skilled development executive with experience in 15 states and 38 countries.
- Executive board member for several leading development organizations.

Experience



The World Islands, Dubai, UAE

2009 - Current *McIntyre Management Group, LLC - Managing Partner* – Provides development consulting for several new projects including a \$4.5 billion mega resort on the World Islands in Dubai.



Bawadi, Dubai, UAE

2008 to 2009 *Emaar Properties, PJSC – Sr. Vice President/Director of Hospitality and Entertainment* - Established the development strategy and business plan for a \$5 billion resort, entertainment district, urban park and theme park destination.



Hard Rock Hotel, Orlando, FL

2006 to 2008 *Legendary, Inc. – Executive Vice President of Development* - Responsible for the development of the \$250 million HarborWalk and Emerald Grande developments on the harbor in Destin, FL and entitlement work on a \$1.5 billion luxury residential community.

1999 to 2006 *Hard Rock Café International, Inc. – Vice President of Development* – Led a \$1 billion global expansion program of hotels, casinos, cafes, museums and live music venues in 15 states and 37 countries.

1988 to 1999 *Universal Studios – Director of Development* - Oversaw development activities in Orlando, FL including the development of CityWalk , an urban entertainment destination involving seven general contractors and 100 design consultants.

1985 to 1988 *Lockheed Martin – Project Manager* – responsible for management reporting, analyses, scheduling and financial planning on a \$1.5 billion advanced electro-optics program.

John Geiger, Partner



John is a seasoned development executive who has worked in the construction and development industry for 30 years. He represented ownership as a Sr. Development Executive on a wide portfolio of project types, including mixed use, resorts, hotels, hi-rise residential and single family. John specializes in complex site planning, deal structuring, marketing, team organization and project management. He has completed projects in 18 countries with an aggregate construction value of \$60 billion. Early in his career John started, built-up and sold a successful development company that specialized in custom commercial construction and private home construction for celebrity and high net worth individuals. He is an FAA multi-engine rated pilot and enjoys traveling and scuba diving.

Qualifications

- BS Construction Management, Planning and Landscape Architecture, with High Honors from Michigan State University 1983
- American Institute of Architects
- American Society of Landscape Architects
- Development director for Paul Newman's charitable 'Hole in the Wall Camp' and Don Imus's Cattle Ranch for Kids in New Mexico

Experience



2009 - Current *McIntyre Management Group, LLC - Partner* – Providing independent development consulting and strategic planning for a \$2.5 billion project in Cairo, Egypt.

2008 to 2009 *Emaar Properties, PJSC – Executive Director*, Held overall design, development and construction responsibility for a \$30 billion mixed use project covering 10 square miles in Dubai, UAE.



2007 to 2008 *Majid Al Futtaim, UAE – Vice President* – organized and directed international hospitality, retail, commercial and residential projects in 16 countries totaling \$25 billion in value.

2006-2007 *Bermello Ajamil & Partners, UAE – Vice President* - responsible for design, site feasibilities and construction administration on several high profile projects domestically and internationally.



2003 to 2006 *Kohler Company – Executive Director of Real Estate* - Managed a core team of 120 personnel across 9 divisions responsible for all company held assets in Kohler Wisconsin and St. Andrews, Scotland.

1986 to 2003 *John Geiger & Associates* – developed and sold a successful design and construction company that specialized in commercial and high-end luxury residential.

1983 to 1986 *Ed Stone & Associates, Inc.* – Project Director, lead designer and construction administration on large scale resort, corporate and residential projects.

Howard Long, Project Manager



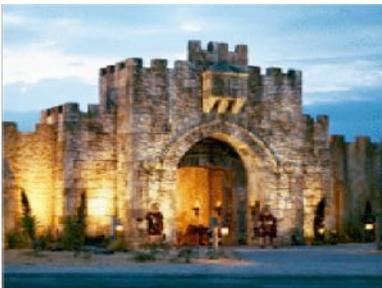
Howard has successfully managed real estate projects from both the contractor and owner's perspective. He started his career as a project manager responsible for high-profile construction projects at Walt Disney World and Universal Studios. He was then recruited to serve as Sr. Director of Construction at Hard Rock, where he oversaw the construction of cafes, retail stores and live music venues domestically and internationally. Howard is a hands-on leader who is as comfortable in the boardroom as he is in the field. His areas of expertise include planning, budgeting, design management and establishing and leading owner representation teams. He currently lives in Destin, FL with his wife and three children. He also collects copies of "Fine Homebuilding" and has renovated several homes in his spare time.

Qualifications

- Bachelors of Architecture, Tulane University 1991
- Masters of Building Construction, University of Florida 1992
- Licensed Florida General Contractor – CGC062134
- Recipient of two National Gold Key Awards and Two ABC National Excellence in Construction Awards.
- Associate American Institute of Architects



HarborWalk Village, Destin, FL



Holyland Experience, Orlando, FL



Mixed Use, Park Ave., Winter Park, FL

Experience

- 2009 - Current *McIntyre Management Group, LLC - Managing Partner* – provides consulting and owner's representation services.
- 2007 to 2009 *Legendary, Inc. – Vice President of Construction* – Provided on-site owner's representation and direction for the \$40 million mixed-use HarborWalk project and oversaw the close-out of the \$250 million Emerald Grande resort project located on the harbor in Destin, FL. Represented the owner during the construction of several high profile tenants including Pat O'Brien's and Commander's Palace. Howard was also responsible for the construction of a 100-slip marina and Yacht club.
- 2001 to 2007 *Hard Rock International, Inc. – Sr. Director of Construction* – Led a 10-person owner's representation team consisting of facility project managers, designers and facility managers. The team managed annual construction and capital budgets of \$50 million and constructed projects in 10 states and 15 countries.
- 1993 to 2001 *Jack Jennings and Sons, Inc. –Project Manager* – Responsible for the delivery of \$215 million in construction across several project types including recreational, educational, entertainment, commercial and retail. He also constructed the conference area and meeting rooms for Disney's Contemporary Hotel.
- 1987 to 1991 *Schenkel & Shultz Architects – Orlando, FL – Intern Architect* – Facilitated design and construction plans for several educational facilities.

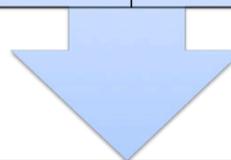
OUR APPROACH TO REPRESENTING CMPA

The Community Maritime Park Project (CMPP) will benefit from the experience that the partners and project team have gained on similar projects (refer to the Project Experience section). Our team will engage with the CMPA, the Board of Trustees, the community and the Developer to ensure that the project is delivered in accordance with all objectives and requirements. It will be essential, therefore, that our team fully understands the objectives of each project stakeholder. This understanding will help drive all future decision-making and ensure that MMG's recommendations are fully informed. To accomplish this, our assignment would begin with the following suggested steps.

Project Definition and Understanding of Objectives

1. **Meet with the Stakeholders** – MMG will conduct a series of one-on-one meetings and group charettes. These meetings will be designed to flush out all project objectives, metrics, intended outcomes and direct/indirect benefits as suggested by each stakeholder. The responses will be tabulated and summarized into chart documents that would at a *top level* include tables such as:

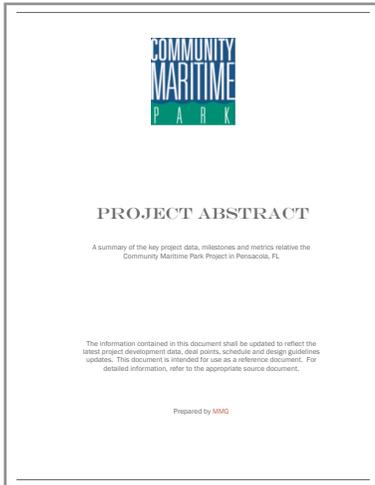
PRIMARY STAKEHOLDER			
CMPA	BOARD OF TRUSTEES	DEVELOPER	COMMUNITY
COMPLIANCE	PUBLIC TRUST	PROFITABILITY	BENEFITS
DELIVERABLES	QUALITY	PRESERVATION OF FEE	USEFULNESS
SCHEDULE	RISK MANAGEMENT	REDUCTION OF RISK	BENEFITS
BUDGET/QUALITY	PUBLIC BENEFIT	LONG TERM RELATIONSHIPS	EMPLOYMENT
DEVELOP. AGMT.	COMPLIANCE	TIMELY DECISIONS	COST/VALUE
MASTER LEASE	CULTURAL	ADDITIONAL WORK	PROPERTY VALUE



Successful Project

While this is just an illustrative example, it is interesting to note how different stakeholders have different yet related metrics for success. In a successful public private venture all parties can win by allowing an element of compromise necessary for all involved parties to be successful.

Project Definition Phase *Continued*



2. **Understanding More Detailed Measurements for Success** - Based on information collected in the initial interviews, MMG will review all drawings, agreements, design criteria and other relevant information. All key information and significant deal points will be summarized in a project abstract. The abstract will be useful for quick references and for communication assistance with third parties as required.
3. **Responsibility Matrixes reduce uncertainty** - The use of a responsibility matrix ensures that each task and scope item is assigned an owner. MMG will establish a responsibility matrix following the interviews and preparation of the Project Abstract.

An Example of a responsibility matrix

RESPONSIBILITY MATRIX

Community Maritime Park Project

Responsibility	Phase of Work										Design and Programming Phase										Construc				
	Design Reviews	Office Programming	Ballpark Programming	Food Service Programming	Entertainment Programming	Design Guidelines	Office Space Programming	Marketing - PR	Marketing Advertising	Peer Reviews	Environmental	Commercial Legal	Commercial Architecture	ACOE Permitting	Sports Architecture	Soils	Residential Architecture	Civil	General Architecture	Infrastructure	Marine Works	Electrical	Specialty Lighting	Audio Video	Graphics
CMPA																									
MPDP																									
Pelican																									
MMG																									
Saxet																									
NAI																									
BPM																									
SMB																									
BTA																									
BDI																									
EPPC																									
TBD																									
Qore																									
TMC																									

4. **Scope Development** - Following completion of the responsibility assignments, MMG will be in a position to fully define the scope of work and services for each CMPA direct consultant and/or contractor. It is particularly important under a GMP Contract arrangement to ensure that the Contractor/Developer's scope is as detailed and specific as possible. Since many of the drawings and specifications are not fully developed at the time of contract, it is essential that the scope of work set forth all project requirements and expectations. MMG will work through each discipline and building type to develop a detailed scope of work for the construction of all improvements. This document will be an attachment to the GMP contract.

GMP Contracts Require Detailed Scopes of Work

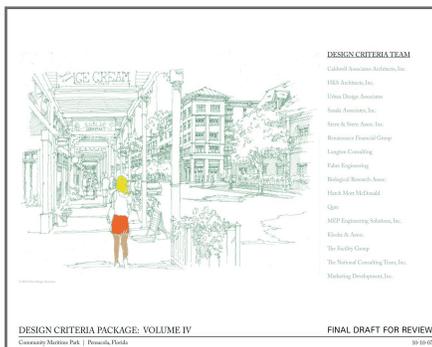
Typically a GMP contract is awarded to save time by allowing the contractor to engage in construction prior to the completion of the drawings. The contractor allows for a contingency to cover items that may have been missed in the estimating process, but it doesn't typically cover differences in quality or items that weren't on the drawings at all. For instance, the grandstand seat specification might not have been prepared at the time of contract and the drawings may only include a note specifying the number of seats. The quality of the chair may have never been fully established. The owner may be thinking he's getting self-folding seats with drink holders, while the contractor thinks that aluminum fixed benches are appropriate. A properly prepared scope of work will cover these potential misalignments, include proper references *in the contract documents* and minimize change orders.

5. **GMP Contract Negotiation** – MMG has represented Ownership and Contractors in negotiating approximately 200 GMP contracts. We have worked extensively with AIA documents and have a database of GMP templates that have been sharpened over the years to focus on firm, reasonable and commercially acceptable terms. We can also recommend the services of a qualified construction attorney (see our third party recommendation section below) to represent CMPA during the negotiation process. We will provide recommendations on both the business and technical aspects of the contract and facilitate the completion of negotiations in an efficient and expeditious manner.

DESIGN MANAGEMENT PHASE

MMG will represent CMPA during the design phase to ensure that all project requirements are adequately addressed during design. During the process our team will:

- Attend Design Reviews
- Review Drawings
- Provide Design Coordination
- Provide Recommendations for Value Engineering
- Coordinate Third Party Cost Estimates
- Facilitate Peer Reviews
- Seek Programming Input from End Users
- Identify Scope Gaps
- Provide Regular Updates on the Design to Stakeholders



Design Criteria - MMG has extensive experience on both sides of design guidelines. As developers and owners, we have established and enforced guidelines and as tenants and contractors, we have adhered to them. Effective design criteria are essential in establishing and controlling the desired look, quality, presence and personality of a project. Put into practice, the guidelines also need to be flexible enough to account for construction means and methods, changes to the program and the cost and availability of material. MMG will balance these requirements and provide on-going recommendations to CMPA to preserve the design intent and purpose of the guidelines within commercially viable standards of practice.



Our team has provided design and construction management on projects with aggregate values in excess of \$80 billion. We have gained a great deal of experience in programming, enhancing value, improving project returns and providing sound operational input. We can assist CMPA by making recommendations and offering alternative points of view.

We have also have an extensive network of consultants to call on to provide third party reviews or to execute specialty work in every stage of the design.

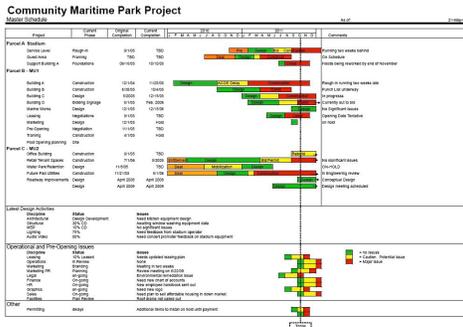
CONSTRUCTION PHASE

MMG will provide complete owner's representation services during the construction phase of the project to ensure that the improvements are constructed in accordance with the approved architectural and engineering drawings. During this phase of work, MMG will represent CMPA at all construction meetings and establish an owner's based construction management system consisting of:

- **Site Observation Reports** will be prepared on a weekly basis. These reports will cover field observations, non-conformities, weather conditions, progress photos and progress evaluations.
- **Financial Controls** - We will collect financial information from Maritime Park Development Partners, LLC (MPDP) and other owner direct providers and issue monthly financial reports. We will also work with CMPA to establish a commitment system that includes provisions for real time cost tracking, forecasting and trending.
- **Logs** – We will monitor RFI response times, open issues, potential change logs and submittal logs to ensure that all parties are responding diligently and timely.
- **Change Order Evaluation** – We will monitor the appropriateness and legitimacy of change orders. We will evaluate pricing internally and make recommendations for pricing settlement. For change orders in excess of \$150,000, we would employ the services of a third party estimator to perform quantitative measurements and confirm unit pricing.

COMMUNITY MARITIME PARK PROJECT						
FINANCIAL OVERVIEW						
\$ in '000						
PROJECT TO DATE COSTS	TOTAL COMMITTED	OUTSTANDING C/P ESTIMATES	ERC	AUTHORIZED BUDGET	VARIANCE	
CONSTRUCTION MANAGEMENT						
Design Engineering	186,161	218,425	2,486,573	3,180,000	2,110,000	60,000
Program Management	341,118	217,260	171,719	581,000	680,000	1,000
Project Location & Utility Construction	23,800	38,800	210,000	270,000	270,000	0
General Construction	2,244,749	2,278,926	28,249,074	31,750,000	32,000,000	250,000
Contingency	-	-	200,000	200,000	-	-
Equipment, Furniture & Equipment						
Security System	362,578	362,578	-	362,578	375,000	12,422
A/V System & Performance System	142,738	178,875	81,565	225,000	225,000	0
IT/AV/IT	121,165	100,000	-	100,000	100,000	21,000
Signage	34,118	33,215	-	33,215	41,800	5,585
Security Camera/Fire Alarm	1,500	1,500	-	1,500	1,500	0
Equipment/Other Project Items	1,500	1,500	-	1,500	1,500	0
Manufacturing System	34,118	16,800	1,481,100	1,500,000	1,200,000	(300,000)
Equipment & Equipment	-	-	-	-	15,000	15,000
Office Furniture	-	-	-	-	15,000	15,000
Phone System	41,204	40,200	-	40,200	50,000	9,800
Construction Staff & E	-	-	-	-	71,400	71,400
Contingency	-	-	-	-	71,400	-
TOTAL CONSTRUCTION MANAGEMENT	2,847,227	3,177,267	28,848,142	37,041,000	38,046,000	1,005,000
ERC Contingency	83,771	83,421	-	83,421	200,000	116,579
Procurement Costs						
Operating Costs	48,118	48,118	-	48,118	50,000	1,882
Legal	34,118	34,118	-	34,118	36,000	1,882
Marketing	1,500	1,500	-	1,500	1,500	0
Operations	418,314	418,314	-	418,314	418,314	0
Maintenance	18,761	18,761	-	18,761	18,761	0
Leasing	15,700	15,400	(30)	15,400	15,000	(400)
TOTAL PROCUREMENT	634,541	634,241	(30)	634,241	634,241	0
TOTAL PROJECT COSTS	4,165,888	4,504,877	28,848,142	38,041,000	44,682,241	1,481,280

CONSTRUCTION PHASE *(continued)*



- **Meeting Records** – MMG will issue meeting minutes for all key contractor meetings and issue them within 48 hours of the meeting.
- **Scheduling** – Based on information and data provided by the contractor and other professional consultants, we will establish an Owner’s version of the baseline schedule for all construction, procurement, leasing and pre-opening activities. We will include performance updates in our monthly reports. This schedule will utilize detailed inputs provided by each discipline and will be presented in a summary format for use in quickly assessing the status of the project.
- **Monthly Reports** – we will review pay applications and issue monthly reports that include key issues, cost reports and forecasts, monthly activities, pending change orders and schedule performance.
- **Coordination and Collaboration** - We will coordinate with all professional consultants, contractors, lenders, Board of Trustees and community groups to ensure that each project constituent is fully informed, consulted and engaged.
- **Field Issue Resolution** – MMG will assist CMPA and MPDP with resolving field issues by providing quick and efficient recommendations while assisting with securing consultant input and tracking modification documents. We have performed this role many times and understand that collaboration and engagement of the team are the keys to keeping projects moving in the field.

COMPLETION AND TURNOVER PHASE

As each building and/or project phase is completed, MMG will facilitate the orderly completion and handover of the facilities. MMG has a proven system for turnover that ensures for contractor compliance and operator readiness while preserving key data and records that will be useful for facility management in the future. The services MMG will provide during this phase will include but not necessarily be limited to:

- **Pre-turnover meetings** - We will organize and lead pre-turnover meetings beginning three months prior to turnover. For hotels, these meetings will be held starting 6 months in advance. These meetings are essential in establishing a pre-opening strategy and ensuring that all parties are prepared for an orderly turnover.
- **Pre-Punch Meetings** – We will coordinate with the owner, contractor, operator, architect and engineers to develop a comprehensive punch list strategy. The punch list strategy will outline the punch list process, time-lines, responsible parties and criteria.

COMPLETION AND TURNOVER PHASE *(continued)*

- **Punch List** – We will organize the punch list process and combine the punch lists received from the architects, engineers, contractors, owners and operators into one master punch list document. We will issue updates to the list as each responsible party submits updates and revisions to their list.
- **Close-out Documentation** – We will collect, organize, log and distribute all final close-out documentation including manufacturer warranties, operating procedures, product data, spare parts and attic stock.
- **Close-out Change Order** – At the conclusion of work, we will review all final costs, contractual deliverables and requirements, change orders and open issues and will prepare a final close-out change orders. We will also provide a recommendation on the timing and amount of the final retention release.
- **Final Turnover** – at the conclusion of our work, we will organize all project records, including hard and soft copies of all correspondence, drawings, contracts, warranties, project data and email and we will prepare all records for storage. All data will be provided in electronic and/or paper format.

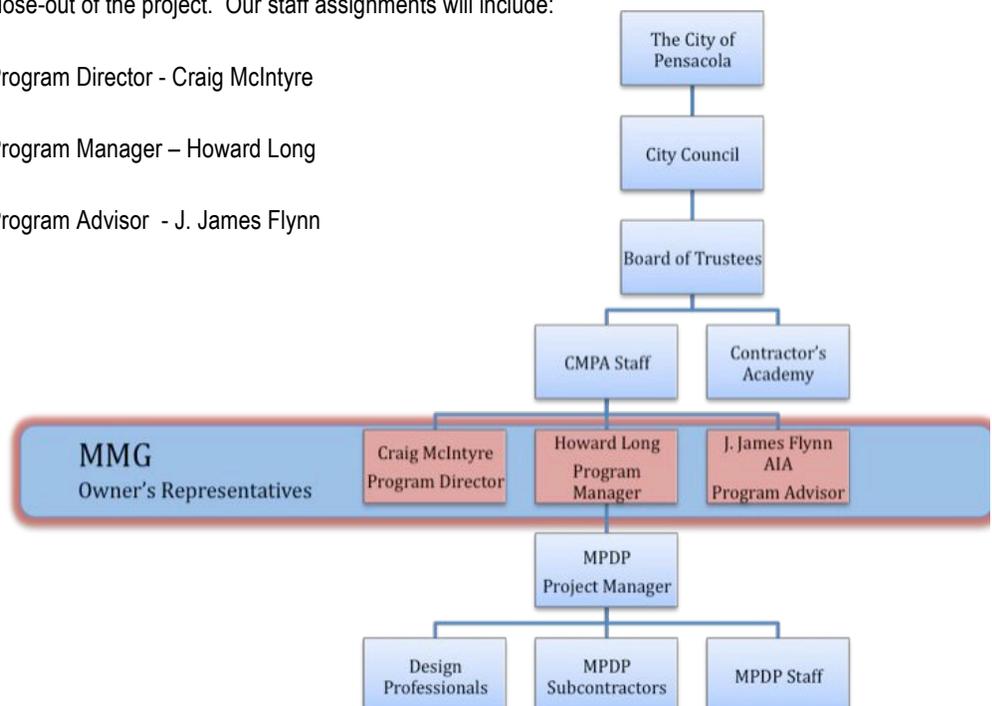
PROJECT TEAM AND ORGANIZATION

MMG will provide full-time owner's representation for all phases of work through to turnover and close-out of the project. Our staff assignments will include:

Program Director - Craig McIntyre

Program Manager – Howard Long

Program Advisor - J. James Flynn



PROJECT TEAM AND ORGANIZATION *(continued)*

Team Approach To Representing CMPA

Our team will be led by Craig McIntyre, Managing Partner at MMG. Craig will be responsible for GMP negotiations, team management, presentations, design compliance, development assistance and team resourcing. He will be present for key meetings and presentations and will be on-site on a regular basis. Howard Long will serve as project manager for the duration of the project. He will work on a dedicated basis and will be responsible for site observation, project management, change order reviews, cost tracking, reporting and team management. J. James Flynn will assist the team with GMP contract preparation and provide technical design and construction advice.

Location

Our company is located in Destin, FL. We will establish a temporary site office in Pensacola and we will be present in Pensacola on a full-time basis for the duration of the project. In order to reduce cost, we recommend that our team be located within existing CMPA offices or share offices with a third party consultant already on site.

Length of Involvement

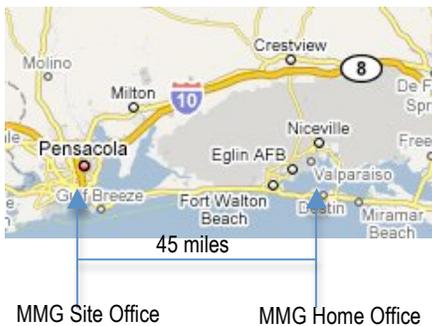
MMG is committed to seeing the project through to completion and assisting with the planning and execution of subsequent phases. Based on the information available to us, we are anticipating that the first phase of the project will run for two years. If the duration of the project is extended, we will utilize the same base rates established in the initial phase. Our proposal for subsequent phases will be provided based on an agreed upon scope.

Small, Local Business

MMG is a small business enterprise located in Destin, FL. We have applied for small business certification with the City. Our team provides a good balance between local and global experience and is ready to share its experience and knowledge to the benefit of this significant local project.

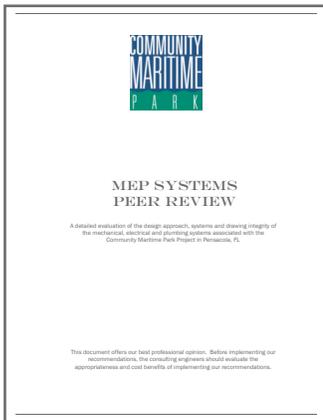
Third Party Participation

MMG recommends that third party professionals be consulted as required for certain independent assessments. **MMG will coordinate the involvement of all such third parties and will also conduct competitive bidding once definite scopes are established.** Based on their exceptional experience, MMG would recommend that the following firms be considered.



Third Party Participation *(continued)*

Material Testing:	Larry M. Jacobs & Associates Inc. Larry M. Jacobs, PE, President 328 East Gadsden Street Pensacola, FL 32501 Phone: 850.434.0846 www.lmj-a.com
Civil Reviews:	Kenneth Horne & Associates, Inc. Kenneth C. Horne, PE, President 7201 North 9 th Avenue, Suite 6 Pensacola, FL 32504 850.471.9005
Cost Estimating:	Willis Construction Consulting Buzz Willis 7548 Municipal Drive Orlando, FL Phone: 407-352-0107 www.willisconsulting.com
Construction Attorney	Shutts & Bowen, LLP Paul L. SanGiovanni Esq. Suite 1000 300 South Orange Avenue Orlando, Florida 32801 Phone: 407-423-3200 Fax: 407-425-8316 www.shutts.com
MEP – Peer Review	X-Nth Ray Clark 2601 Westhall Lane Maitland, FL 32751 Phone: 407.660.0088 Fax: 407.660.1655 www.x-nth.com
Architectural Review	Glover Smith and Bodey (GSB) Phil Elwell 1140 NW 63rd Street, Suite 500 Oklahoma City, OK 73116 Phone: 405.848.9549 Fax: 405.848.9783 www.gsb-inc.com
Structural Peer Review/ Threshold Inspection	Joe Dereuil Associates, LLC Joe Dereuil, PE, CEO 301 West Cervantes Street Pensacola, FL 32501 850.429.1951 www.jdstructures.com



PROJECT EXPERIENCE AND REFERENCES

Members of MMG completed the following projects



HarborWalk Village and Emerald Grande, Destin, FL

Project Type: Mixed Use
Year Completed: 2008
HarborWalk Value: \$40m
Emerald Grande Value: \$210m
Responsibilities: Owner Representative and Developer
MMG Partner: Craig McIntyre, Howard Long
Contact: Peter Bos, CEO Legendary, Inc.
Phone: 850-337-8000
Email: Pbos@legendaryinc.com
CMP Relevance: Retail, Residential and Hospitality/Mixed use project with marine work on the harbor in Destin, FL.



Citi Field – Flushing Meadows, NY, USA

Project Type: Major League Baseball Stadium
Project Capacity: 42,000
Current Status: Completed – April 2009
Value: \$850 million
Responsibilities: Construction Administration
MMG Partner: John L. Geiger
Contact: Jeff Wilpon, Owner/COO, Mets
Phone: 718-507-8499
CMP Relevance: Stadium



Bawadi, Dubai, UAE

Project Type: Mixed Use (hotels, entertainment, residential, commercial)
Project Size: 55 million SF of GFA
Current Status: In Construction (residential)
Value: \$20 Billion
Responsibilities: Owner Representative and Developer
MMG Partners: Craig McIntyre, John Geiger
Contact: Naaman Atallah, CEO Emaar Dubai
Phone: +971-4-367-3321
Email: natallah@emaar.ae
CMP Relevance: Mixed use project with street facing retail, residential and hotels above with 20-acre Public Park in the center.



CityWalk, Universal Studios, Orlando, FL

Project Type: Entertainment and Retail
Project Size: 500,000 SF
Current Status: Completed in 1999
Value: \$190 million
Responsibilities: Owner Representative and Developer
MMG Partner: Craig McIntyre
Contact: Charlie Gundacker, Sr. VP. Development, Universal
Phone: 407.363.8841
Email: charlie.gundacker@universolorlando.com
CMP Relevance: Large central park component, retail, entertainment and conference space. Managed 7 General Contractors



Hard Rock Hotel & Casino, Biloxi, MS

Project Type: Hotel and Gaming Facility
Project Size: 350,000 SF
Current Status: Completed in 2005 and 2007
Value: \$150 million
Responsibilities: Development/Brand Executive
MMG Partner: Craig McIntyre
Contact: Rick Sconyers, Sr. Director of Design, Hard Rock
Phone: 407.445.7625 x2628
Email: rick_sconyers@hardrock.com
CMP Relevance: 1200 seat multi-purpose entertainment venue, 1,600 space parking garage and 316 key hotel



Dubai Maritime City, Dubai, UAE

Project Type: Master Planned Mixed Use Community
Project Size: 3.2 million SF
Current Status: In Construction
Value: Undisclosed
Responsibilities: Design and Construction Administration
MMG Partner: John L. Geiger
Contact: Louis Ajamil, Owner, Bermello Ajamil
Phone: 305-859-2050
CMP Relevance: Working waterfront with strict architectural guidelines and a phased master plan.



The World Islands, Dubai, UAE

Project Type: Mixed Use, 7 Star Resort and Residences
Project Size: 6 World Islands – 5.5 million SF
Current Status: In Design
Value: \$4.5 billion
Responsibilities: Development/project management consulting
MMG Partner: Craig McIntyre
Contact: Lisa Benneworth, Kleindienst Properties
Phone: +971.4.813.5431
Email: lisa.benneworth@kleindienst.ae
CMP Relevance: 130,000 SF of retail and linear park with 5 hotels in a waterfront setting with strict design criteria and world-class architects.



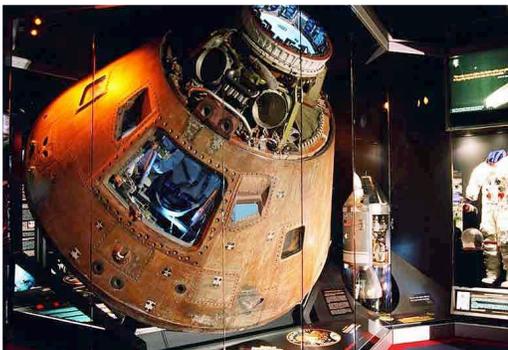
Destin Commons Office Building, Destin, FL

Project Type: Office Building and Parking Garage
Project Size: 510,000 SF (office and garage)
Current Status: Completed in 2008
Value: \$21 million
Responsibilities: Owner Representative and Developer
MMG Partner: Craig McIntyre
Contact: Peter Bos, CEO Legendary, Inc.
Phone: 850-337-8000
Email: Pbos@legendaryinc.com
CMP Relevance: 93,000 SF of office and 600 space parking garage.



Hard Rock Hotel & Casino, Hollywood, FL

Project Type: Hotel and Gaming Facility
Project Size: 625,000 SF
Current Status: Completed in 2005
Value: \$350 million
Responsibilities: Development/Brand Executive
MMG Partner: Craig McIntyre
Contact: Rick Sconyers, Sr. Director of Design, Hard Rock
Phone: 407.445.7625 x2628
Email: rick_sconyers@hardrock.com
CMP Relevance: Design management of large design team. Large Conference area.



Apollo 13 Exhibit and Museum

Project Type: Museum/Attraction
Project Size: 4,500 SF
Current Status: Completed in 1995
Value: \$1.5 million
Responsibilities: Project Director
MMG Partner: Craig McIntyre
Contact: Charlie Gundacker, Sr. VP. Development, Universal
Phone: 407.363.8841
Email: charlie.gundacker@universalorlando.com
CMP Relevance: Museum and walking exhibit in conjunction with launch of Apollo 13 film.



Tribute to Lucille Ball, Universal Studios

Project Type: Museum
Project Size: 2,500 SF
Current Status: Completed in 1993
Value: \$1.2 million
Responsibilities: Project Director
MMG Partner: Craig McIntyre
Contact: Charlie Gundacker, Sr. VP. Development, Universal
Phone: 407.363.8841
Email: charlie.gundacker@universalorlando.com
CMP Relevance: Museum. Cases executed under a design/build contract.



Hard Rock Vault, Orlando, FL

Project Type: Museum
Project Size: 17,000 SF
Current Status: Completed in 2004
Value: \$6.5 million
Responsibilities: Owner Representative and Developer
MMG Partner: Craig McIntyre
Contact: Rick Sconyers, Sr. Director of Design, Hard Rock
Phone: 407.445.7625 x2628
Email: rick_sconyers@hardrock.com
CMP Relevance: Museum with convertible conference and sales event capabilities



John Michael Kohler Arts Center, Sheboygan, WI

Project Type: Museum and Performing Arts Center (renovation)
Project Size: 100,000 SF
Current Status: Renovated in 2000
Value: Undisclosed
Responsibilities: Project Director
MMG Partner: John L. Geiger
Contact: Herbert V. Kohler, CEO, Chairman and President
Phone: 920.457.4441
CMP Relevance: Large scale museum, educational center, conference space and performance areas



Hard Rock Cafes, Global

Project Type: Restaurant/Retail
Project Size: 5,000 to 20,000 SF
Current Status: Built 40 cafes, retail stores, music venues
Value: \$2.5 m to \$20 million
Responsibilities: Development Executive/Head Owner's Rep.
MMG Partners: Craig McIntyre, Howard Long
Contact: Rick Sconyers, Sr. Director of Design, Hard Rock
Phone: 407.445.7625 x2628
Email: rick_sconyers@hardrock.com
CMP Relevance: Demonstrates retail, tenant, design and construction capabilities.



Margaret Pace Park, Miami, FL

Project Type: Park
Project Size: 8 acres
Current Status: Completed in 2003
Value: \$4.0 million
Responsibilities: Design and Construction Administration
MMG Partner: John L. Geiger
Contact: Louis Ajamil, Owner, Bermello Ajamil
Phone: 305-859-2050
CMP Relevance: Waterfront park



Rollins College, Winter Park, FL

Project Type: Mixed Use
Project Size: 85,000 SF
Current Status: Completed in 2001
Value: \$13 million
Responsibilities: Construction Manager, Contractor
MMG Staff: Howard Long
Contact: Jim Leonard, Project Architect, RTKL Associates
Phone: 410-537-6000
CMP Relevance: Dense Urban redevelopment, mixed use retail/office/structured parking



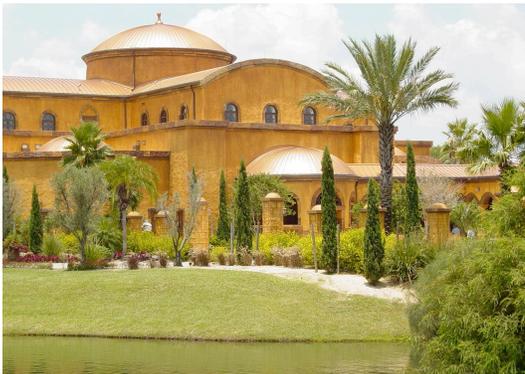
Celebration Golf Course, Disney, Orlando, FL

Project Type: Recreation
Project Size: 17,500 SF
Current Status: Completed in 1996
Value: Undisclosed
Responsibilities: Construction Manager, Contractor
MMG Staff: Howard Long
Contact: John Jennings, Owner, Jack Jennings & Sons, Inc.
Phone: 407-896-8181
CMP Relevance: High profile recreation project



Blizzard Beach, Walt Disney World, Orlando FL

Project Type: Attraction – Water Park
Current Status: Opened in 1996
Value: \$6 million
Responsibilities: Construction Manager
MMG Staff: Howard Long
Contact: John Jennings, Owner, Jack Jennings & Sons, Inc.
Phone: 407.896-8181
CMP Relevance: Large site with multiple specialty subcontractors required field coordination, design coordination and issue resolution.



Holyland Experience, Orlando, FL

Project Type: Theater
Project Size: 35,000 SF
Current Status: Completed in 2001
Value: \$8.5 million
Responsibilities: Budgeting, design, Construction Manager
MMG: Howard Long
Contact: Jeff Burton, Project Director, ITEC Entertainment
Phone: 407.226.0200
CMP Relevance: Intensive on-site coordination of interactive exhibits, performance areas and museum displays.