



# City of Hollywood, Florida

2600 HOLLYWOOD BLVD. • P.O. Box 229045 • ZIP 33022-9045

January 15, 2019

Via Email: [kcarroll@bridgedev.com](mailto:kcarroll@bridgedev.com)

Kevin Carroll, Partner  
Bridge Development Partners, LLC  
201 S. Biscayne Blvd.  
Miami, FL 33131

**RE: Best and Final Offer (BAFO) for RFP #4585-18-PB,  
Redevelopment Opportunity Proposal**

Dear Mr. Carroll:

A solicitation was issued on March 15, 2018 and ended on May 14, 2018 for a Redevelopment Opportunity Proposal for City-owned property located on South Park Road. The City of Hollywood's Evaluation Committee reviewed the proposal your firm submitted in response to RFP Number 4585-18-PB, along with other proposals submitted. On December 5, 2018, four firms presented their proposals to the City Commission, accompanied by the Evaluation Committee's recommended rankings for review and consideration. After deliberations, the City Commission sought to obtain a Best and Final Offer ("BAFO") from all four firms that were ranked.

Therefore, in accordance with the request of the City Commission, we invite respondents to submit a BAFO to the City of Hollywood. The BAFO must contain the completed spreadsheet attached, and respondents should address the specific items outlined below:

- While this BAFO is an addition, enhancement, and/or replacement of particular parts or areas of proposals, respondents should provide a summary of the final development program that was shared with the City Commission on December 5, 2018. Any deviation from what was presented and discussed may render respondents disqualified.
- Please provide a detailed timeline associated with all phases of your respective programs.

Respondents must return the BAFO to the City of Hollywood, City Clerk's Office at 2600 Hollywood Blvd, Room 221, Hollywood, Florida 33022, on or before **February 14, 2019 at 3:00pm** (EST) to be considered for selection for contract negotiations.

This letter is only an invitation to participate further in the RFP process; it does not convey or imply anything more. This letter is not intended to be a binding commitment to contract, nor will the City of Hollywood be obligated in any manner until a formal written invitation to negotiate a contract has been given, and as required, executed by all necessary officials. The *cone of silence is still in effect* until all deliberations have ceased and an intent to award notice issued.

Accordingly, all activities in furtherance of this process, including your compliance with the conditions set forth in this letter, are considered to be at your sole cost and risk.

Very truly yours,

*Paul Bassar*

Paul A. Bassar  
Director of Procurement  
& Contract Compliance

Enclosure – Economic Analysis Spreadsheet



**FEBRUARY 14<sup>TH</sup>, 2019**

City of Hollywood  
Office of the City Clerk  
2600 Hollywood Boulevard, Room 221  
Hollywood, FL 33020

RE: Best and Final Offer (BAFO) for RFP #4585-18-PB  
Redevelopment Opportunity Proposal

Paul:

Bridge Acquisition, LLC ("Purchaser") is submitting a Best and Final Offer (BAFO) to the City of Hollywood to purchase the Property located at the corner of **South Park Road and Hillcrest Drive** in **Hollywood, FL**. The terms upon which we propose to purchase the Property are set forth below:

1. Property: Landsite totaling ±28.18 acres having Folio # 5142-20-00-0040, 5142-20-00-0140, and 5142-20-00-0150.
2. Purchase Price: \$6,000,000
3. Earnest Money Deposit: Upon full execution of a purchase contract, we will deposit \$100,000 in cash, which amount will remain refundable throughout the governmental approval period.
4. Physical Due Diligence: Ninety (90) days.
5. Governmental Approval: Fourteen (14) months from the expiration of the Due Diligence Period to obtain site plan approval and other municipal approvals. If the site plan has not been approved, Purchaser may extend the Governmental Approval Period for two (2) thirty-day periods by posting an additional deposit of \$25,000 per month. The additional deposit(s) shall be non-refundable but applicable to the Purchase Price. Purchaser will diligently pursue the approval at no cost to the City of Hollywood.
6. Title and Survey: Within 15-days after the execution of the definitive purchase agreement by all parties, the City of Hollywood will provide Purchaser, at the City's expense, a commitment for title insurance for the Property and ALTA survey.
7. Closing: Closing will occur thirty (30) days following our satisfactory completion of Governmental Approval, at which time the City of Hollywood will deliver to Purchaser a general warranty deed conveying title to the Property free and clear of all mortgages and liens and also an assignment of the City's interest in any

and all leases, agreements, architectural and engineering plans, studies, surveys, service contracts, governmental approvals, personal property, and other similar items relative to the Property.

8. Closing Costs: All Closing Costs will be paid in accordance with local custom.
9. Purchase Agreement: Immediately upon the City of Hollywood's acceptance of this Letter of Intent, we will prepare a draft of the definitive purchase contract. We would ask that, for a period of 30-days after your receipt of the draft of the purchase agreement, the City focus solely on the negotiation of our purchase contract and cease any conversations with third parties concerning the purchase of Property. If we have for some reason not reached final agreement on the purchase contract within that 30-day period, the City of Hollywood would then be free to pursue other discussions and negotiations and to enter into an agreement for the purchase of the property with any other interested party.

If the City of Hollywood is interested in assigning the Property in accordance with the terms outlined above, please indicate so by signing and returning a copy of this letter at your earliest convenience, but in any event no later than the close of business on Friday June 1<sup>st</sup>, 2018. Once we receive an executed copy of this letter, we will see to it that a definitive selling agreement is drafted immediately and prepared and submitted for your review and comment.

Sincerely,

**BRIDGE DEVELOPMENT PARTNERS**

A handwritten signature in blue ink that reads "K Carroll".

Kevin Carroll  
Partner, Southeast Region

**Best and Final Offer**

Sources		Instructions	One Time Payment, if any	Recurring, if any(Annual)	Term of Ground Lease, if any (Years)	Total Value of Recurring Payments	Notes
Purchase Price	Respondents are requested to provide their highest and best purchase price or lease terms. An option is available for lease payments to be made as a One Time Payment, at the Respondent's discretion. If payments are over multiple years, utilizing a NPV calculation with a 7% discount rate, please provide a valuation of full lease.		\$6,000,000	N/A	N/A	N/A	The RMFO purchase price for a 100% fee simple interest in the Property free and clear of any liens or encumbrances shall be <b>\$6,000,000</b> .
Remediation/Site Clean up Value	Respondents are required to provide an estimate of the remediation costs associated with their projects.		\$10,200,000	N/A	N/A	N/A	The Remediation/Site Clean up includes full site assessment and interface with the local agencies to agree to a proper closure and ultimately receive a NFA. Cost will include Testing, Clearing, Grubbing, Demolition, Preliminary Mass Earthwork, Utility Considerations, Deep Dynamic Compaction, Mass Earthwork Post BDC, Static Loading Programs (Lake Excavation & Stockpile / Static Load (Relocations), Machine Mitigation Systems, Retaining Walls, Green Space Liners & Solid Waste Haul Off. The site is then capped with an impervious cover or a minimum of 2' of clean fill to ensure proper separation of the contamination from human contact. Once all of the work is completed, we will monitor the ground water for at least one (1) year with the ultimate goal of receiving no further action with Conditions (NFAC).
Public Works and Other Municipal Facilities	If Respondents propose to enhance existing facility or construct new Public Works and/or other municipal facilities at the site, please provide the estimated value associated with these improvements that will be exclusively funded by the respondent.		N/A	N/A	N/A	N/A	Bridge elected to keep the majority of the Public Works facilities on site to minimize disruption and needless expense. Bridge plans to offer Public Works the opportunity to lease space in the newly constructed industrial facility at the then prevailing market rate prior to marketing the site to the public.
Public Amenities	If Respondents are providing parks, walking trails or other public amenities, please provide the estimated value of these.		\$1,000,000	N/A	N/A	N/A	Dedication of a 5 acre park fronting for public purpose. The park will be centered around a lake and will include designated walking paths and public benches as well as extensive landscaping, streetscaping and green spaces.
Subtotal A	Sum of all rows under Revenues		\$17,200,000				The Purchase Price will be a one time payment to the City. The values provided for Remediation / Site Clean Up and Public Amenities are not payments to the City. These are costs included in the development budget.
Sources		Instructions	One Time, if any	Recurring Annual, if any	Term of Subsidy Payments, if any (Years)	Total Value of Recurring Subsidy	Notes
Public Works and Other Municipal Facilities	If Respondents are intending upon removing existing Public Works and/or other municipal facilities at the site, please provide the estimated replacement cost of these facilities.		N/A	N/A	N/A	N/A	We do not have enough information about the existing facilities to provide an estimated replacement cost.
Public Direct Investment/financing	If Respondents are seeking bond financing or other governmental funding associated with their projects, please provide an estimate of this request.		N/A	N/A	N/A	N/A	The project will be privately financed
Fee Waiver	If Respondents are seeking waivers of impact or other fees, please provide an estimated amount requested to be waived.		N/A	N/A	N/A	N/A	No fees will be waived
Other Requests	If Respondents have any additional subsidy request from the City in the form of direct payments, tax abatements, or other subsidy methods, please provide an estimated cost to the City associated with these.		N/A	N/A	N/A	N/A	No additional subsidy requests
Subtotal B	Sum of all rows under Subsidy Request		\$17,000,000				
<b>TOTAL (Subtotal A + Subtotal B)</b>							



February 14<sup>th</sup>, 2019

City of Hollywood  
Office of the City Clerk  
2600 Hollywood Boulevard, Room 221  
Hollywood, FL 33020

**RE: Best and Final Offer (BAFO) for RFP #4585-18-PB,  
Development Program Summary**

Bridge Development Partners, LLC is submitting a Best and Final Offer (BAFO) to the City of Hollywood to purchase the Property located at the corner of South Park Road and Hillcrest Drive in Hollywood, FL. At the request of the City, a summary of the Development Program is outlined below:

**PROPOSAL**

This proposal includes the following parcels:

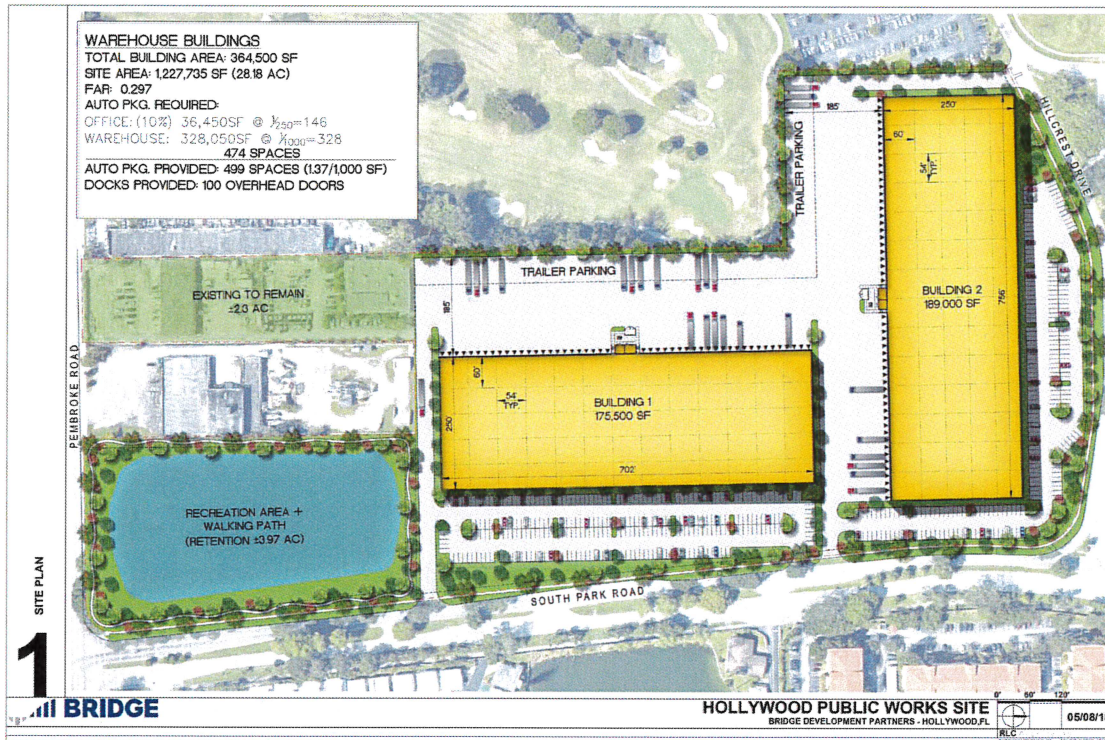
Parcel	Folio	Acreage
North	5142-20-00-0040	13.90
Middle	5142-20-00-0140	9.38
Southeast	5142-20-00-0150	4.90
<b>Total</b>		<b>28.18</b>



To minimize the impact and disruption to the City’s Public Works Facility, Bridge has excluded the 2.4-acre southwest parcel currently owned and occupied by the Public Works facility from this bid. **Bridge plans to offer Public Works the opportunity to lease space in the newly constructed industrial facility at the then prevailing market rate prior to marketing the site to the public.**

**PROPOSED USE**

**The acquisition consists of approximately 28.18 acres for the development of two Class A speculative industrial buildings totaling 364,500 SF.** The building to the north will span 756’ long by 250’ deep and total 189,000 SF. The building to the south will span 702’ long by 250’ deep and total 175,500 SF. The rear-loaded facilities will offer state-of-the-art specifications such as 32’ clear ceiling heights, ideal 135’ truck court depths, 100 exterior dock doors, 499 car parking stalls (1.37 / 1,000 SF) and ample trailer parking. Please see the following page for the proposed site plan.



These facilities will be desirable to a variety of industrial users for purposes of warehousing, distribution and / or light manufacturing and associated office uses. The project will attract retailers/wholesalers, e-commerce, third-party logistics, supply chain management, showroom, direct-to-consumer as well as B-to-B users from the South Broward and North Miami-Dade submarkets, among others. Typical users will consist of well capitalized, private companies with a strong local presence. Bridge has recently executed leases in surrounding submarkets to notable tenants such as US Auto Force (97,326 SF), Pet Supermarkets (97,200 SF), Floor & Décor (82,755 SF), Broward Motor Sports (57,341 SF), Ace Transport (121,656 SF), Pas Cargo (88,364 SF) and TSF Sportswear (172,927 SF). Bridge expects the South Park Road site to attract tenants of similar size and stature.

### SITE UTILIZATION

The 28.18-acre site will be utilized for the development of two (2) speculative industrial facilities totaling 364,500 SF with a FAR of 29.7%. The 189,000 SF facility to the north will run east-west spanning 756' long by 250' deep. Car parking will be available to the north and south of this facility with two (2) access points: one to the north off Hillcrest Drive and one to the east off South Park Road. Moving south, the 175,500 SF facility will run north-south spanning 702' long by 250' deep. Car parking will be available along the eastern side of the building with two (2) access points off South Park Road: one south of the building and one to the north.



Bridge plans to create a public recreation area on the south-east parcel of the subject site at the corner of Pembroke Road and South Park Road. The recreation area will be centered around a lake and will include designated walking paths and public benches to help promote inclusion and support of the local community and its residents. Extensive landscaping, streetscaping and green space will enhance the general aesthetic of the location, further catalyzing this area as a destination for residents and community members to live, work and visit. In addition to the designated walking path, Bridge will install a sidewalk along South Park Road and Hillcrest Drive to increase walkability and pedestrian activity. **Upon completion of the development project, Bridge plans to dedicate the 4.9-acre park to the City of Hollywood.**

The subject site is bordered by residential users to the east. Bridge strategically designed the site plan with the truck courts facing west and south away from the residential area to the east to reduce the impact of any noise or visible activity. Additionally, there are separate car and truck entrances to help control any traffic impacts. Further measures can be taken to buffer the proposed warehouse/distribution use from the residential area such as the installation of a wall and / or landscaping.

In addition to adding strong credit users to the City of Hollywood, the project will complement the city’s redevelopment vision and improve the general aesthetic of the surrounding area through the following:

- Eliminating blight
- New construction with state-of-the-art design features & green initiatives
- Extensive landscaping, streetscaping & increased green space
- Installation of sidewalks to promote pedestrian activity and connectivity
- Creation of a new recreation area with designated walking paths around the lake

**DEVELOPMENT TIMELINE**

From contract award, Bridge estimates a 32 to 34-month development timeline. The proposed project will require Rezoning, Land Use Plan Amendment (LUPA), Plat Note Amendment and Site Plan Approval. Bridge has extensive experience with the required approvals and estimates the entitlement process to take 12 – 14 months. **Once the necessary approvals are obtained, Bridge estimates a 20-month development timeline which includes 8 months of environmental remediation and 12 months of vertical construction** (a detailed development timeline has been included at the end of this submittal).

Phase	Estimated Duration
Entitlements & City Approvals	12 – 14 Months
Material Excavation & Processing, Deep Dynamic Compaction & Surcharge	8 Months
Vertical Construction	12 Months
<b>Total from Contract Award</b>	<b>32 – 34 Months</b>

**CONSTRUCTION MITIGATION PLAN**

During the implementation of the proposed construction activities (i.e. grading, compaction, excavation, soil/waste relocation, etc.) for the redevelopment construction at this site, potential dust generation may





occur. This generation is anticipated to be properly monitored based on a project-specific dust control plan as discussed below.

The following dust control measures, as applicable, will be implemented during the construction process on an as needed basis:

- Wet suppression – application of water to entries, entry roads, active work areas, staged material and/or other areas based on observations by on-site personnel.
- Vehicle speed control - enforcement of low speeds for vehicular traffic.
- Work area access – access will be limited to only vehicles and equipment required for the work being conducted.
- Visible dust suppression - Employees should be notified to avoid area where airborne dust is generated and if dust is visible, increased dust control measures (primarily wetting) should be conducted.
- Cover transported waste - In the event of off-site disposal of soil and/or waste, cover dump trucks before they exit the site.
- Silt fence/screening – Prior to commencement of construction activities, an approx. 15” tall filter fabric fence will be installed following the perimeter of the project’s work area.
- Temporary Construction Fence – Prior to commencement of construction activities, an approx. 6’ temporary chain-link fence w/ windscreen will be installed following the perimeter of the project’s work area.

#### **TRAFFIC STUDY**

Bridge engaged Tinter Traffic, LLC to conduct a Vehicular and Pedestrian Traffic Impact Analysis to estimate traffic impacts from potential uses of the subject site. Tinter Traffic concluded that the warehouse/distribution center, as proposed by Bridge Development, will have the least impact on the surrounding roadway network. Tinter also noted that the location in proximity to major transportation facilities, as detailed in the City's RFP, makes the site ideal for Bridge's proposed use, further minimizing the impact on local roadways. The full study can be found in Exhibit F of the original document.

#### **LEVEL OF RETURN & BENEFIT TO THE CITY OF HOLLYWOOD**

Bridge's proposed logistics center development offers significant economic and fiscal benefits to the city of Hollywood on both a quantitative and qualitative basis. These benefits will improve the quality of life for businesses, residents and visitors. Below is a summary of the benefits that will complement the city's redevelopment vision as outlined on page 72 in the RFP.

#### **ECONOMIC BENEFITS**

Bridge Development Partners, LLC recently hired Miami Economic Associates, Inc. (MEAI) to estimate the economic and fiscal benefits that would be generated by a logistics center development project in Miami



Gardens. Bridge prorated the results from the Miami Gardens study to estimate the employment opportunities that would be generated by the South Park Road development. Below is a summary of these findings:

<b>JOB CREATION</b>	<b>Non-recurring</b>	<b>Recurring</b>
Direct	200	441
Indirect	73	103
<u>Induced</u>	<u>57</u>	<u>129</u>
<b>Total</b>	<b>330</b>	<b>674</b>
Labor Income (All workers)	\$16,731,143	\$29,653,964
GDP (Value-added)	\$21,258,926	\$40,467,300

The economic benefits that the project will provide will be both non-recurring and recurring in nature, with the former occurring during the construction period, the latter on an annual basis each year after the project has been fully completed. The estimates of job creation, labor income and gross domestic product (or value-added) were formulated using the IMPLAN Input-Output Model developed at the University of Minnesota over 35 years ago and which has been updated on a continuing basis in the ensuing years. Permit & Impact Fees and property taxes generated are estimates based on site size and previous projects.

The term “direct jobs” refers to jobs on-site. “Indirect jobs” are jobs in industries related to the on-site economic activity while “induced jobs” are jobs in economic sectors across the entirety of the economy in which the direct and indirect workers spend their earnings. Illustratively, during the construction period, the direct jobs would be filled by the on-site construction workers. The indirect workers would include people employed by building supply and trucking firms, among others, that provide goods and services that support the on-site construction activity. The Induced workers would include people working in supermarkets and doctors’ offices, among other venues, that the direct and indirect workers patronize.

While the non-recurring employment opportunities are noteworthy, the most prominent economic impact will be the permanent employment opportunities that it will provide on an annual recurring basis. Bridge estimates that the project, when fully developed, will provide 441 direct jobs on-site on a full-time equivalent basis. An additional 232 indirect and induced jobs will also be generated. The total of these 674 direct, indirect and induced workers will earn nearly \$29.65 million annually. It is likely that residents of Hollywood will occupy a portion of the jobs created.

The MEAI study also compared benefits generated by a logistics center development to those generated by a residential one. Residential and mixed-use developments are more complex in terms of construction. On average, the number of non-recurring construction-related job opportunities generated by residential properties is approximately 1.5 times greater than the number of construction-related jobs that would be generated by a logistics center development. However, once the project is completed, MEAI estimates



that a logistics center will generate 10x the amount of permanent employment opportunities compared to a residential development project. An industrial development, such as that proposed by Bridge, will have a significantly greater impact on long term job creation in the City of Hollywood, which is identified as a critical component of the City’s Redevelopment Vision.

**FISCAL BENEFITS**

The proposed industrial development will have significant positive impacts on the finances of the City of Hollywood through permit/impact fees and tax revenue generation. Bridge estimates that the project will generate \$700,000 in building permit / impact fees that will be collected on a one-off basis. More importantly, Bridge estimates the total taxes levied on the completed project will equate to \$639,720 which is incredibly significant considering that no tax revenue is currently generated by the property. These taxes will be generated on a recurring annual basis.

Bridge assumed a taxable value on the completed project of \$30,000,000 and used Broward County’s 2017 Preliminary Millage Rates (millage code 0513) to estimate the tax revenue generated. Below is a summary of these findings:

*Taxable Value of the Proposed Development* **\$30,000,000**

	Millage Rate	Taxes Levied
<b>Broward County Commission</b>		
Countywide Services	5.4474	\$163,422
Voted Debt	0.2216	\$6,648
<b>Broward County School Board</b>		
		\$0
General Fund	5.336	\$160,080
Capital Outlay	1.500	\$45,000
Voter Approved Debt Levy	0.0703	\$2,109
<b>So. Florida Water Mgmt</b>		
		\$0
Everglades C.P.	0.0471	\$1,413
Okkechobee Basin	0.1477	\$4,431
SFWMD District	0.1359	\$4,077
South Broward Hospital	0.1615	\$4,845
Children's SVCS Council of BC	0.4882	\$14,646
<b>City of Hollywood</b>		
		\$0
Hollywood Operation	7.4479	\$223,437
Debt Service	0.2884	\$8,652
FL Inland Navigation	0.032	\$960
<b>Total Tax Revenue Generated</b>		<b>\$639,720</b>

**QUALITATIVE BENEFITS**

In addition to the quantitative economic and fiscal benefits, the proposed development will provide significant qualitative benefits that will improve the quality of life for businesses, residents and visitors.



Below is a summary of the qualitative benefits that will complement the city's redevelopment vision as outlined on page 72 in the RFP.

- The proposed industrial development will improve the immediate area and create a symbiotic relationship with the surrounding neighborhood by eliminating blight, constructing new facilities with state-of-the-art design features, incorporating extensive landscaping/streetscaping, providing designated walking paths around the public lake and installing sidewalks to promote walkability and create a pedestrian-friendly corridor
- Industrial users are attracted sites with proximity to key transit arteries and visibility along an important corridor. This will attract notable, well capitalized tenants that are willing and able to pay premium rental rates to secure a facility location as desirable as the one on South Park Road. These tenants will enhance the image and makeup of Hollywood's corporate users
- The proposed development will incorporate green building initiatives that are consistent with the City's Green Building Code
- As detailed in the Traffic Study, an industrial development will generate less traffic volume than a residential or mixed-use project and will have the least amount of impact on the surrounding roadway network

#### **BEST & FINAL OFFER**

Bridge is submitting a Best and Final Offer (BAFO) to the City of Hollywood at \$6,000,000 to purchase the Property located at the corner of South Park Road and Hillcrest Drive in Hollywood, FL.



City of Hollywood  
Office of the City Clerk  
2600 Hollywood Boulevard, Room 221  
Hollywood, FL 33020

**RE: Best and Final Offer (BAFO) for RFP #4585-18-PB,  
Detailed Development Phase Timeline**

Bridge Development Partners, LLC is submitting a Best and Final Offer (BAFO) to the City of Hollywood to purchase the Property located at the corner of South Park Road and Hillcrest Drive in Hollywood, FL. At the request of the City, a Detailed Development Phase Timeline has been included on the following page and is summarized below:

**DEVELOPMENT TIMELINE**

From contract award, Bridge estimates a 32 to 34-month development timeline. The proposed project will require Rezoning, Land Use Plan Amendment (LUPA), Plat Note Amendment and Site Plan Approval. Bridge has extensive experience with the required approvals and estimates the entitlement process to take 12 – 14 months. **Once the necessary approvals are obtained, Bridge estimates a 20-month construction period which includes 8 months of environmental remediation and 12 months of vertical construction.**

Phase	Estimated Duration
Entitlements & City Approvals	12 – 14 Months
Material Excavation & Processing, Deep Dynamic Compaction & Surcharge	8 Months
Vertical Construction	12 Months
<b>Total from Contract Award</b>	<b>32 – 34 Months</b>

Please see the following page for a detailed development timeline showing the estimated duration of each individual phase.



# South Park Road Detailed Timeline Phases By Week Duration

**DEVELOPMENT TIMELINE SUMMARY**  
 Material Excavation & Processing, DDC & Surcharge\*  
 Vertical Construction  
**Total Development Timeline** (Post City Approvals)  
 8 Months / 36 Weeks  
 12 Months / 52 Weeks  
 20 Months / 88 Weeks

\*Total Material Excavation, DDC & Surcharge will span 10 months / 44 weeks but 2 months / 8 weeks will occur simultaneously with vertical construction

