ORGANIZATION COVER SHEET

PART VI: FORMS & ATTACHMENTS

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

PROPOSAL COVER PAGE
SUBMIT ONE (1) UNBOUND HARD-COPY ORIGINAL DOCUMENT, AND FIVE (5) BOUND HARD COPIES, IN A SEALED PACKAGE TO:

PURCHASING DIVISION
ST. LUCIE COUNTY, FL
2300 Virginia Ave., Room 228
FORT PIERCE, FLORIDA 34982

DATE: August 13,2024

FULL LEGAL COMPANY NAME: HORUS ACADEMY

CONTACT NAME & TITLE: DR.LENA GRAHAM-MORRIS

CONTACT PHONE NUMBER: 407-335-9248

CONTACT EMAIL ADDRESS: LGRAHAM-MORRIS@HORUSACADEMY.COM

HORUS ACADEMY

A PROPOSAL BY

HORUS ACADEMY

8/21/2024

PROJECT FOR

ST. LUCIE BOARD OF COUNTY COMMISSONERS

RFP No: 24-044;

MOORE'S CREEK REDEVELOPMENT PROJECT

(a.k.a) Avenue D Model Block Project

Contact Information:

Dr. Lena Graham- Morris

(407) 335-9248

LGraham-Morris@Horusacademy.org

Regional Offices:

532 N 13th St, Fort Pierce, Fl 34950

1641 Worthington Suite 504, West Plam Beach, Fl 33409

Mailing Address:

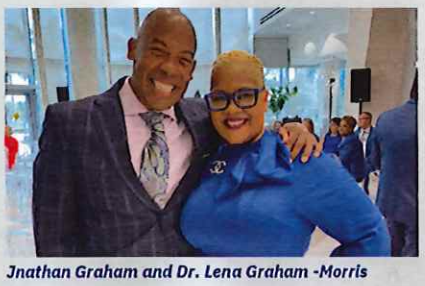
3840 N 50th St, Suite 150, Tampa, FL 33619

HORUS Academy is based on the premise of humble beginnings and built on a dream of stucco and plaster. The primary founder of **HORUS Construction** began its journey over 50 years ago. James Graham Sr. founded it to build an opportunity for his family with the foundation of hard work and integrity.

This opportunity gave him the prospect of a foundation of freedom and a growth mindset for his family. In 2001, **HORUS Construction** was co-founded by second-generation sons. James Jr. and Jonathan Graham begin to establish a presence in the southeastern region of Florida as construction managers. The youngest son, Jonathan Graham, took the opportunity to flourish and grow great strategic partnerships, and earn a seat at the table with his peers. During this time, he realized that there were minimal individuals who looked like him getting the same opportunities, and he began to make it his mission to create opportunities for other up-and-coming Black and BIPOC business and community leaders. He continued this path for many years and built a flourishing and successful construction management business while bringing others along to "have a seat" at the table.

George Graham and James Graham Jr.

Jonathan and James Graham



Jnathan Graham and Dr. Lena Graham -Morris

In 2016, Jonathan Graham, in collaboration with his niece, Dr. Lena Graham Morris, created the **HORUS Academy**. ***"This was something that Jonathon was already doing. I used my 15+ years of not-for-profit experience to give the program legs."*** – Dr. Lena Graham-Morris. Henceforth, HORUS Academy was born and Co-founded by Jonathan Graham and Dr. Lena Graham Morris.

A signature program of HORUS Academy was born – "HORUS" Scholars. Due to this signature program, over 6,000 students have been served, and over $200 million in scholarships have been facilitated.

In 2021, the journey brought them to the St. Lucie School District as a partner with local businesses **Remnant Construction** and the number one school builder in the nation, **CORE Construction** to execute the building of DDD and Westwood. Through this expansion, **HORUS Academy** was provided an opportunity with Caneria Gardener, Executive Director of Inc. Biz. **HORUS Academy** forged forward with a collaboration to help revitalize Means Court and have a 2,000 square-foot incubator. This initiative paired with the Redevelopment of Avenue D will allow us to continue to service small businesses and the area. This will further our efforts to support small businesses, start-up businesses and support entrepreneurial activities in the Redevelopment Area. Being embraced and becoming a part of the community, **HORUS Academy** realizes that the next phase of creating sustainable change is revitalizing the community, which brings us to the current opportunity.

HORUS Scholars Scholarship Fair

We are humble and excited to be able to respond to the call to the Redevelopment of Avenue D. Through grassroots initiatives, we have become a part of the community. We have facilitated opportunities to talk to them about their needs and wants, including a partnership with Mount Olive Baptist Church to develop up to 24 townhomes for affordable housing, a proposed expansion to Fire Station 15 along with a monument for fallen heroes, African American cultural art exhibit and a restaurant. The cornerstone of the project will be a 120-unit 5-story mixed used state-of-the-art sustainable housing facility with a concentration on seniors and veterans with 6,000 SF + of commercial retail space. We are enhancing the current community space by adding an amphitheater mobile stage, restroom facilities, pickle ball court, and 15 seating areas to allow the local community an opportunity to enjoy the local resources of Avenue D. In addition, collaboration with the School District of St. Lucie County in an effort to provide workforce housing for available to all employees. We have sat with community leaders to understand long-term objectives and brought a team of industry leaders with us; especially employees based out of the Lincoln Park neighborhood.

Thank you for allowing us the time to present our qualifications for **Moore's Creek Redevelopment Project.** We are eager to work with you and other stakeholders to make this project a success.

Respectfully,
HORUS Academy Board of Directors

Incubate Neighborhood Center
532 N 13th Street,
Fort Pierce, FL 34950

August 20, 2024

St. Lucie County Board of County Commissioners
St. Lucie County Purchasing Division
2300 Virginia Avenue, Room 228
Fort Pierce, Florida 34982

Dear St. Lucie County Commissioners,

It is with enthusiasm that I, Canieria Gardner, Chief Executive Officer of Incubate Neighborhood Center, am writing to express our unequivocal support for the proposed mixed-use affordable housing transformational project in the Lincoln Park neighborhood. This initiative represents a significant opportunity to improve the quality of life for our community members and address longstanding issues related to housing affordability, economic opportunity, and community development.

As a leader in our community, I have witnessed residents face numerous challenges over the years, including a lack of affordable housing, limited access to essential services, and insufficient economic opportunities. It has been my professional experience along with statistical data that would suggest the Lincoln Park community residents are the most economically deprived group of people in the County. That are plagued with the social economic barriers that come with living in generational poverty. COVID compounded the effects, leaving multiple families living in one household, because they cannot afford the surging housing cost. These crippling conditions have had lasting adverse effects on residents mental and physical well-being.

I believe the proposed project promises to bring about positive changes in several key areas:

1. **Affordable Housing:** The addition of affordable housing units will provide much-needed relief to families who are struggling with high rent costs and housing instability. This development will offer safe and secure homes for individuals and families, reducing the financial burden on our community members.

2. **Economic Revitalization:** The mixed-use aspect of the project, which includes commercial spaces, will stimulate local economic growth. New businesses and services will create job opportunities, support local entrepreneurs, and contribute to the overall economic health of our neighborhood.

3. **Enhanced Community Services:** The project is expected to include amenities and services that are currently lacking in our area, such as healthcare facilities, educational programs, and recreational spaces. These enhancements will improve the overall well-being of our residents and foster a stronger, more connected community.

4. **Social Cohesion and Inclusion:** By providing housing options for a diverse range of residents, the project will promote social cohesion and inclusion. It will create a vibrant and

inclusive community where people from different backgrounds can live, work, and thrive together.

5. **Safety and Security:** The development's design and infrastructure improvements will enhance the safety and security of our neighborhood. Well-lit streets improved public spaces, and community policing initiatives will contribute to a safer living environment for all residents.

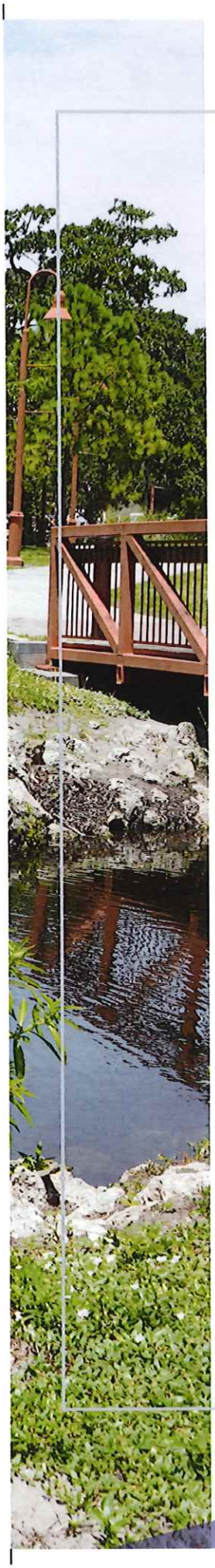
6. **Environmental Sustainability:** We are pleased to learn that the project incorporates environmentally sustainable practices, such as green building materials and energy-efficient designs. These measures will help reduce high utility bills and promote a healthier, more affordable living environment.

I firmly believe that this mixed-use affordable housing project will serve as a catalyst for positive change in this community. It aligns with the vision for a more equitable, vibrant, and sustainable neighborhood.

In conclusion, I wholeheartedly support this transformational project and urge all stakeholders to proceed with its implementation. We are committed to working collaboratively with developers, local authorities, and other partners to ensure the success of this initiative. Thank you for your consideration of our support. Please feel free to contact me at [Phone Number] or [Email Address] if you require any further information or assistance.

Sincerely,

Canieria Gardner
Chief Executive Officer
Incubate Neighborhood Center
Fort Pierce, FL



HORUS ACADEMY

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August 20, 2024

St. Lucie County Board of County Commissioners
St. Lucie County Purchasing Division
2300 Virginia Avenue, Room 228
Fort Pierce, Florida 34982

Dear St. Lucie County Commissioners,

We, the undersigned residents of Lincoln Park Neighborhood, are writing to express our unequivocal support for the proposed mixed-use affordable housing transformational project in our neighborhood. This initiative represents a significant opportunity to improve the quality of life for our community members and address longstanding issues related to housing affordability, economic opportunity, and community development.

Our community has faced numerous challenges over the years, including a lack of affordable housing, limited access to essential services, and insufficient economic opportunities. The proposed project promises to bring about positive changes in several key areas:

1. **Affordable Housing:** The addition of affordable housing units will provide much-needed relief to families who are struggling with high rent costs and housing instability. This development will offer safe and secure homes for individuals and families, reducing the financial burden on our community members.

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In conclusion, we wholeheartedly support this transformational project and urge all stakeholders to proceed with its implementation. We are committed to working collaboratively with developers, local authorities, and other partners to ensure the success of this initiative. Thank you for your consideration of our support.

Sincerely,

Community Residents

Petra Hylton

Lisa Cobb

Lataisha Carson

Charisa Mackey

Robert Adams

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Sincerely,

Community Residents

Petra Hylton

Lisa Cobb

Lisa Cobb

alicaela alze

Latarsha Carson

Charisa Mackey

Robert Adams

TAB 1

EXECUTIVE SUMMARY AND PROJECT DESCRIPTION

Applicants should provide a written narrative of the proposed development project with a succinct summary of the project's key components, indicating how the project meets the goals, requirements, and preferences outlined in this RFP

HORUS ACADEMY

Moore's Creek Redevelopment Project (a.k.a) Avenue D Model Block Project

Lincoln Park is one of the oldest communities in Fort Pierce, and its story unfolds like a well-worn novel with pages filled by generations of residents. Picture this: as Fort Pierce expanded beyond its original 1800s fort, a settlement called Edgartown emerged. Over time, this community blossomed into a bustling commercial district, and at its heart was Avenue D—the main corridor in the Village of Lincoln Park.

In the 1950s and 1960s, Avenue D was St. Lucie County's vibrant hub for African-American-owned shops, restaurants, businesses, and even a theater. It was like the heartbeat of the neighborhood, pulsing with life and culture.

Zora Neale Hurston, the brilliant author of "Their Eyes Were Watching God," once called Lincoln Park home. And if that weren't enough, the neighborhood also nurtured the talents of the Florida Highwaymen—a group of self-taught, self-mentoring African American landscape artists. These visionaries painted vivid Florida scenes and sold their art from the trunks of their cars during the 1960s and '80s. They even earned a spot in the Florida Artists Hall of Fame!

But like any tale, there were twists. Integration in the '70s brought both progress and challenges. While equal rights and opportunities expanded, Black businesses faced a different reality. Black Wall Street—as some affectionately called Lincoln Park—transformed. Avenue D, once bustling, became nearly deserted. The exodus left its mark, and the neighborhood grappled with crime, poverty, and other social issues.

Yet, hope flickered. Partnerships formed, fueled by a desire to restore and revitalize. Historic buildings are being lovingly preserved, businesses are returning, and infrastructure is getting a makeover. It is the goal of the HORUS Academy development Team to honor the past while creating a brighter future.

Key Components of our "Model Block" Project:

Affordable Housing

The development will include residential units designed to meet the needs of low to moderate-income families, ensuring that the Lincoln Park neighborhood remains accessible and affordable to its current residents while attracting new ones.

Retail and Commeercial Opportunities

The project will feature retail spaces that offer local businesses the chance to thrive, alongside commercial and office spaces that support economic development and job creation in the community.

Community Resource/ Family Success Center

At the heart of the "Model Block" will be a comprehensive proposal for a reimagined community resource and family success center

Onsite Parking

Adequate onsite parking will support residents, visitors, and those utilizing the community and commercial services, ensuring convenience and accessibility.

Fire Station 15

Our team is working closely with Fire Station 15 on specific expansion goals of the station and to incorporate fire safety measures into the design and construction of the development.

TAB 2

ORGANIZATION OF TEAM & CAPACITY

An organizational overview showing all team members, roles, and responsibilities, as well as the individual staff member(s) identified to work on the proposed project. Resumes for each team member must be provided.

Provide a brief narrative that demonstrates the applicant's experience with applying for and using tax increment financing and other government funding mechanisms such as bonds, tax credits, and grants.

Team Capacity

The Moore's Creek Project Team assembles the best-in-class professionals in the Southeastern United States. From engineering to architecture, construction to community engagement, and development to property management, HORUS Academy has sought to partner with the most diverse, qualified, and expert set of development professionals that Ft. Pierce has ever seen.

From HORUS's initial entire into St. Lucie County, we have sought to leverage the best in culture and talent to assist in revitalizing the historic nature of Lincoln Park back to its original splendor with a nod to the rich history of the past, while embracing the latest in modern features to meet the needs of the community in the community.

Our development team marshals over 300 years of experience with the leadership of a 3rd generation construction firm with a unique community-focused philosophy to assist in Lincoln Park's transformation.

We believe that this effort will be used as a cornerstone for all future projects as a testament to the manifestation of the dreams of our ancestors to sustain and support themselves with the help of the Almighty, as was his intention for all of his children.

Projects that have been worked on by HORUS Academy and the experts/professionals we have partnered with.

"Community outreaches are vital as they foster strong connections between our organization and the people we serve. By engaging directly with the community, we gain valuable insights, build trust, and ensure that our projects align with the needs and aspirations of those who matter most. "

Dr. Lena Graham-Morris-HORUS Academy

Community Outreach in Ft. Pierce

Organizational Chart

Project Owner | Developer

HORUS ACADEMY

Board of Directors

Jonathan Graham
President of HORUS Construction| Vice- Chair of HORUS Academy

Dr. Lena Graham-Morris
Board Chair | Interim CEO

Development Team

Ed Jennings
Development Manager

Quintin Smith
Financial Analyst

Donald Odom, Jr.
Project Director

IceMiller
Ice Miller
Legal Counsel

Design & Construction

Zamarr T. Brown
Architect

Joelle Flowers,RA, LEED AP
Architectural Project Manager

Tod Mowry
Engineer \MEP

Stephen S. Cooper, P.E.
Project Engineer

Construction Team

Donald Odom Jr.
Project Director

Grant Curtan
Pre-Construction

Jason Wilson
Senior Project Manager

Jeremy Schultz
Superintedent

Finance Compliance

Ed Jennings
Finance Analyst

Tanya Lukowiak
Grant Writer

KRUSOE REYNOLDS, PA
A CERTIFIED PUBLIC ACCOUNTING FIRM

Robert Krusoe
Accountant

Community & Resident

Chamell Stanley
Property & Facilities Manager

Tina Sibley
Property & Facilities Manager

Luke Lewis
Local Realtor

HORUS ACADEMY

HORUS Academy
Community Outreach | Partnership Liaison

Dr. Lena Graham-Morris
HORUS Academy

Allison Hewitt
HORUS Academy

Sharon Honoret
HORUS Academy

Staffing Matrix

AN ORGANIZATIONAL OVERVIEW SHOWING ALL TEAM MEMBERS, ROLES, AND RESPONSIBILITIES, AS WELL AS THE INDIVIDUAL STAFF MEMBER(S) IDENTIFIED TO WORK ON THE PROPOSED PROJECT. RESUMES FOR EACH TEAM MEMBER MUST BE PROVIDED.

Team Member		Role	Experience	Commitment %	Duties & Responsibilities
	Dr. Lena Graham-Morris	Board Chair | Interim CEO -HORUS Academy	3 years	35%	Strategic planning, community engagement, & partnership building to ensure the development meets the needs of the community. Oversees the CDC's involvement in the project and ensures that the project adheres to the principles of equitable development, sustainability, an community empowerment while delivering high-quality housing & public spaces.
	Ed Jennings	Development Manager	25 years	50%	Guides the overall development process from concept to completion. This professional provides expert advice on project feasibility, financial structuring, market analysis, and regulatory compliance. Collaborates with the entire development team to ensure that the development aligns with market demands, budget constraints, and community needs.
	Quintin Smith	Financial Analyst	20 years	50%	The Financial Analyst manages the financial aspects of the development, including budgeting, securing funding, and financial reporting. They ensure that the project remains financially viable and that all expenditures align with the overall financial plan.
	Donald Odom Jr.	Project Director	20 years	100%	The Project Director oversees the entire development process, from conception to completion. This includes coordinating with all stakeholders, managing the project timeline, and ensuring that all aspects of the project align with the strategic vision.
	Zamarr T. Brown	Lead Architect	22 years	50%	The Lead Architect is tasked with designing the physical layout and structures within the Model Block. They ensure that the design is both aesthetically pleasing and functional, meeting the needs of residents, businesses, and community services.
	Tod Mowry	Engineer | MEP	20 years	70%	Responsible for the planning, design, and oversight of all civil engineering aspects of the mixed-use development project. Ensures that all infrastructure is designed in compliance with local, state, and federal regulations.
	Joelle Flowers	LEED | Architectural Project Manager	12 years	70%	Manages architectural projects from the conception stage through construction and completion, ensuring that teams meet quality, schedule, contractual, and budget goals. Takes the lead in Sustainable Design and has experience with LEED Certifications.
	Tanya Lukowiak	Grant Writer	25 years	60%	Responsible for researching and writing grant proposals to secure funding for the project. The Grant Writer will identify funding opportunities, prepare applications, and ensure compliance with grant requirements.
	Krusoe & Associates. PA	Accountant	20 years	60%	Manages the financial aspects of the project, including budgeting, bookkeeping, financial reporting, and ensuring that all financial transactions are accurate and comply with regulations.
	Charnell Stanley	Property & Facilities Manager	20 years	100%	Oversees the day-to-day operations of the property, including maintenance, tenant relations, and ensuring the facilities are safe and functional. They also handle leasing and enforce lease terms.
	Tina Sibley	Property & Facilities Manager	20 years	100%	Oversees the day-to-day operations of the property, including maintenance, tenant relations, and ensuring the facilities are safe and functional. They also handle leasing and enforce lease terms.

Staffing Matrix

AN ORGANIZATIONAL OVERVIEW SHOWING ALL TEAM MEMBERS, ROLES, AND RESPONSIBILITIES, AS WELL AS THE INDIVIDUAL STAFF MEMBER(S) IDENTIFIED TO WORK ON THE PROPOSED PROJECT. RESUMES FOR EACH TEAM MEMBER MUST BE PROVIDED.

Team Member		Role	Experience	Commitment %	Duties & Responsibilities
	Luke Lewis	Local Realtor	17 years	100%	Assists in promoting and leasing properties. They provide market analysis, help negotiate deals, and ensure that transactions align with the project's goals
	Dr. Lena Graham-Morris	Community Outreach | Partnership Liaison	17 years	75%	Ensures that the voices of local residents and stakeholders are heard throughout the development process. This role involves organizing community meetings, gathering feedback, and maintaining transparent communication between the development team and the community.
	Alison Hewitt	Community Outreach | Partnership Liaison	22 years	75%	Responsible for managing relationships with key partners, including Fire Station 15, Mt. Olive Missionary Baptist Church, Inc BIZ, Lincoln Park, local businesses, and governmental agencies. This role involves coordinating joint initiatives & ensuring that the development aligns with broader community goals.
	Sharon Honoret	Community Outreach | Partnership Liaison	4 years	75%	The Partnership Liaison is responsible for managing relationships with key partners, including Fire Station 15, Mt. Olive Missionary Baptist Church, Inc BIZ, Lincoln Park, local businesses, and governmental agencies. This role involves coordinating joint initiatives and ensuring that the development aligns with broader community goals.
	Stephen S. Cooper, P.E.	Project Engineer	30 years	100%	Responsible for the planning, design, and oversight of all civil engineering aspects of the mixed-use development project. Ensures that all infrastructure is designed in compliance with local, state, and federal regulations.
	John O' Grady	Public Safety Project Coordinator	33 years	50%	The Construction Manager is responsible for the day-to-day management of the construction process. This includes coordinating with contractors, ensuring that construction meets safety standards, and keeping the project on schedule and within budget.
	Grant Curtan	Director of PreConstruction	33 years	60%	The Construction Manager is responsible for the day-to-day management of the construction process. This includes coordinating with contractors, ensuring that construction meets safety standards, and keeping the project on schedule and within budget.
	Jason Wilson	Senior Project Manager	22 years	100%	The Construction Manager is responsible for the day-to-day management of the construction process. This includes coordinating with contractors, ensuring that construction meets safety standards, and keeping the project on schedule and within budget.
	Jeremy Schulz	Superintendent	30 years	100%	The Construction Manager is responsible for the day-to-day management of the construction process. This includes coordinating with contractors, ensuring that construction meets safety standards, and keeping the project on schedule and within budget.
IceMiller	Ice Miller	Legal Counsel	30 years	100%	The Legal Advisor provides legal counsel throughout development, ensuring compliance with local, state, and federal regulations. They also manage contracts, agreements, and any legal issues that arise during the project.
	Jonathan Graham	Project Executive	35 years	30%	The Construction Manager is responsible for the day-to-day management of the construction process. This includes coordinating with contractors, ensuring that construction meets safety standards, and keeping the project on schedule and within budget.

RESUME
8

DEVELOPMENT MANAGER

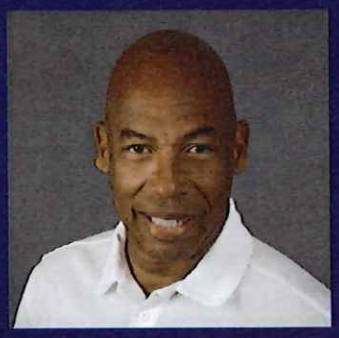
Jonathan Graham

Jonathan Graham has over forty (40) years of experience in the construction industry. As a hands-on entrepreneur and President of HORUS Construction Services, he is uniquely qualified to serve his clients and stakeholders. Jonathan can provide services on a variety of projects. His inclusive approach to identifying and maintaining relationships with subcontractors and vendors adds cohesion to all jobs. His experience includes 150+ educational projects from K-12, higher education, and universities.

Jonathan's project portfolio exceeds 1 billion dollars. As Project Executive, Jonathan will have the ultimate responsibility to oversee the progress and teams' performance throughout the project's life, and will lead the entire work acquisition process, including management, coordination, and delivery of the preconstruction phases of the project and extensive client contracts

UF SHANDS HOSPITAL
University of Florida Health Network
Type: CMAR | New Build
Value: $160M | Size: 600,000 SF

MOFFITT CANCER CENTER MCKINLEY EAST
Moffitt Cancer Center Board of Trustees
Type: CMAR | New Build
Value: $536M | Size: 535,000 SF



33
YEARS OF INDUSTRY EXPERIENCE

EDUCATION
Bachelor of Construction Management
Pinellas Technical College

LICENSES & REGISTRATION

Construction Financial Officer
CFO-FRO3099

OSHA 30-Hours OTP Certification

FL Gen. Contractor
CGC061213 ICRA Certified

DEVELOPMENT MANAGER

Edward L. "Ed" Jennings

Edward L. "Ed" Jennings, is a business owner and developer from Gainesville Florida. He also served as a member of the Florida House of Representatives from 2000 to 2006, representing the 23rd District. After serving, Jennings was appointed as the Regional Director for the United States Department of Housing and Urban Development. In 2010, Jennings was appointed to serve as the Regional Director of Region IV at the Department of Housing and Urban Development, overseeing Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, and the U.S. Virgin Islands. Then-HUD Secretary Shaun Donovan said, "Today, we need to have people on our senior management team who have the experience to get the job done and I have no doubt, Ed Jennings is just such a person. The eight states that make up our Southeast Region will benefit enormously from his experience and I'm proud he's answered the call to serve."

Mr. Jennings has also served as Developer/Owner of multi-family, commercial and mixed-use projects. The following are brief descriptions of the projects:

PROJECT NAME: Lewis Place
Location: Gainesville Florida
Size: 10 acres, 2 Story Development with 112 units
Unique feature: All Units Built to Energy Star Standard-1st of its kind in Florida and received Florida Homebuilder Association Aurora Award.
Project Costs/Budget: $8.0 million
Role: Owner/Co-Developer

PROJECT NAME: Tiger Bay Court
Location: Gainesville Florida
Size: 10 acres, 3 Story Development with 96 units
Project Costs/Budget: $12.5 million (Financed with IRS Section 42 9% LI- HTC in a Qualified Census Tract (QCT)
Role: Owner/Co-Developer

25
YEARS OF INDUSTRY EXPERIENCE

EDUCATION
Bachelor of Arts, University of Florida, College of Liberal Arts and Sciences, Major in Political Science with emphasis in Business Administration and Spanish-1993

LICENSES/ CERTIFICATIONS
Real Estate Salesperson License, State of Florida-1999-present

PROJECT DIRECTOR

Donald Odom, Jr

An accomplished Construction Manager with over 20 years of experience in residential and commercial construction, with a particular focus on preconstruction planning and budgeting. Donald has a deep understanding of developing accurate project estimates, setting realistic budgets, and maintaining financial efficiency throughout the entire construction process. His expertise extends across a diverse range of affordable housing projects, from small-scale developments to complex, large-scale initiatives.

He is recognized for his ability to create and implement strategies that empower local subcontractors by providing them with the skills, resources, and opportunities needed to participate in significant development projects. His approach ensures that local businesses and workers are not only included but thrive, fostering a sense of ownership and pride within the community.

Committed to community involvement, he actively engages with local stakeholders and prioritizes workforce participation from the areas where projects are located. By integrating local subcontractors and labor into the construction process, he not only delivers high-quality results but also contributes to the economic growth and sustainability of the communities he serves. His work is driven by a passion for building strong, resilient communities that benefit from the developments in which they are involved.

SARASOTA HOUSING AUTHORITY

PROJECT NAME: Lofts on Lemon

Location: Sarasota Florida
Size: 128-unit five story multifamily
Value: $42,257,213
Role: Director of PreConstruction

TAMPA HOUSING AUTHORITY

PROJECT NAME: The Boulevard at West River

Location: Tampa Florida
Size: 623-unit eight-story multifamily
Value: $42,257,213
Role: Director of PreConstruction

20

YEARS OF INDUSTRY EXPERIENCE

EDUCATION

BB.S. Building Construction
University of Florida, 2003

LICENSES/ CERTIFICATIONS

FL Licensed General Contractor
No. CBC1254888
LEED GA

FINANCIAL ANALYST

Quintin Smith

PRESIDENT & CO-FOUNDER

For over 20 years Quintin Smith brings efficiency and economy of scale to clients nation-wide. His significant experience with investors and development agencies offers clients the expertise they need to bring their projects to fruition. Additionally, his P3 experience with municipalities around the country has led to the successful delivery of several projects that have enhanced the community.

20

YEARS OF INDUSTRY EXPERIENCE

JEFFERSON COUNTY VA OFFICE

Pine Bluff, AR

A P3 agreement offered Jefferson County the ability to construction a new Veterans Service Office. The 5,000 SF building offers 3 offices for counseling, a museum space for visitors, and recreation room for veterans.

HINDS COMMUNITY COLLEGE STUDENT HOUSING, Utica, MS

This new 70,000 square foot student housing facility will offer 308 new beds to Hinds Community College. The four story building will offer 2-bedroom apartments that share a bathroom. Each floor is equipped with its own laundry room.

JEFFERSON COUNTY CORONER'S OFFICE

Pine Bluff, AR

The building is a 9,060 SF steel framed structure with a sloping standing seam metal roof that includes a cantilevered covered walkway at the north for pedestrian access. The building program includes separate pods for visitors, administration, and a morgue.

SEARK STUDENT UNION

Pine Bluff, AR

This project would create an intentional space on campus for students to gather for collaborative projects, times of student, and general classroom learning. The school is anticipating the project being financed via a PPP developer agreement.

PROPERTY AND FACILITIES MANAGEMENT

Tina Sibley

As Vice President of Operations for Dorchester Management, Tina Sibley is responsible for management and oversight of the operations of the portfolio of communities managed by Dorchester. Specifically, Sibley and her staff are responsible for developing, meeting, and exceeding all budgeted financial goals, while adhering to the regulations of multiple mixed-finance affordable housing programs, including tax credits, HOME funds, government tax-exempt bonds, and project based rental contracts, section8 vouchers and maintaining the physical integrity of the properties by executing sound maintenance programs, proper planning, and completion of annual capital projects. Sibley has 29 years of experience in the multifamily property management industry. She has 22 years of experience working with affordable mixed-income housing programs. Prior to joining Dorchester Management, Sibley served as Vice President of Operations for an Atlanta-based property management company, where she oversaw a portfolio generating $15.3 million in annual revenue.

Her roles have included supervision of all property management employees, coordination with the President and CFO for financial planning, development of company-wide policies and procedures and implementation of marketing and training programs. Sibley has also worked with several large national property management companies as a Regional Manager, managing portfolios of up to 12 properties. She has experience with new construction, lease-ups, rehabilitation and resident relocations, property programs, take overs, refinances, loan conversions and properties ranging in class from A to D.

29

YEARS OF INDUSTRY EXPERIENCE

EDUCATION

Bachelor of Science
Resource and
Environmental Economics
University of Florida

CERTIFICATIONS/
REGISTRATIONS

Certified Apartment Manager

DORCHESTER II
MANAGEMENT

PUBLIC SAFETY PROJECT COORDINATOR

John O'Grady

33

YEARS OF INDUSTRY EXPERIENCE

EDUCATION

B.S. Criminology
Florida State University

LICENSES/ CERTIFICATIONS

CPTED

Public Safety (Fire and Law Enforcement) Accreditation

BIOAGRAPHY

John O'Grady is a 33 year Servant Leader in the Public Safety Arena. As a Chief and a Public Safety Director (Fire/EMS/Police) he emphasized the need for Crime Prevention Through Environmental Design (CPTED), and Accreditation Standards to always be met when designing and building new Public Safety Facilities. "There is no room to go backwards when you can capture all of these requirements on the front end."

John has been on both sides of the table during the design and construction of new government facilities. He brings the unique perspective of a facility user and advises the Design Team and Contractor as to what is necessary, functional and practical. He will remain a member of the team through the entire process to help bridge the communication gap between fill in here City/County, and Architect/Builder.

PROJECT EXPERIENCE:

CITY OF ORLANDO
ORLANDO POLICE DEPARTMENT FIREARM TRAINING FACILITY
ROLE: PUBLIC SAFETY ADVISOR
COST: $11M

CITY OF MOUNT DORA
MOUNT DORA FIRE STATIONS (3)
ROLE: PUBLIC SAFETY ADVISOR
COST: $30M

ORANGE CITY
ORANGE CITY POLICE HEADQUARTERS
ROLE: PUBLIC SAFETY ADVISOR
COST: $18M

CLAY COUNTY
CLAY COUNTY FIRE STATIONS #1 AND #22
ROLE: PUBLIC SAFETY ADVISOR
COST: $23M

CLAY COUNTY
CLAY COUNTY PUBLIC SAFETY COMPLEX ROLE: PUBLIC SAFETY ADVISOR
COST: $300M

LEAD ARCHITECT ON FIRE STATION

Johnnie D. Lohrum Jr., RA LEED®

Johnnie has 22 years of experience and has managed more than 3 million square feet of public safety projects. He is a licensed architect and LEED accredited professional with a diverse portfolio of project types, including public safety, educational, community, commercial and aviation design. He has spent the last 15 years focusing on growing a public safety, correctional and judicial market the improves the community environment. He also brings a significant amount of experience designing & detailing hardened, survivable and essential facilities. Johnnie remains focused on providing personally dedicated and focused attention at every level to all of his clients.

RELEVANT EXPERIENCE:

*Fire Station#9 & 23, Sarasota County Government
Principal In Charge-10,000 SF / $4.3 million / experience working with fire station staff / includes 3 apparatus bays, EMS, fitness area, kitchen and dining, dayroom, dorms and a county wide fueling station / safety measures have been built into the design to protect crew from carcinogens / essential facility

*Fire Station #81, City of DeLand
Project Manager-16,500 SF / $5 million / experience working with fire station staff / includes 4 apparatus bays, gear storage, decontamination room, EMS and first-aid, workshop, storage, crew quarters, fitness room, media and dayroom, kitchen, administration spaces, and a community/ training room / 4 bay fire logistics building

*Golden Gate EMS Station # 74 – Naples, FL
Public Safety Architect-14,082 SF / $6.3 million / prototype fire station / training rooms / administration offices / decontamination areas / fitness room / 5 drive-thru apparatus bays / fire training tower / commercial kitchen

*Fire Station #17 (DAB ARFF)– Volusia County
Project Manager-14,440 SF / $6.1 million / prototype fire station / 4 apparatus bays / physical training room / living and dining areas for crew / decontamination room / EOC

*Fire Station#47 & 23 – Volusia County
Principal In Charge-12,000 SF / $7.1 million / prototype fire station / 3 drive-through apparatus bays / physical training room, EMS storage, living and dining areas for crew, decontamination room

20
YEARS OF INDUSTRY EXPERIENCE

EDUCATION
Bachelor of Design, 2001 University of Florida
Master of Architecture, 2003, University of Florida

CREDENTIALS
FL, Registered Architect #AR96099
LEED® Accredited Professional

CORE HORUS

LEAD ARCHITECT

Zamarr T. Brown, RA, LEED AP

22

YEARS OF INDUSTRY EXPERIENCE

EDUCATION

Tuskegee University | Tuskegee, AL | 1998 | Bachelor of Architecture

Miami Dade College | Miami, FL | 1995 | Associates of Arts in Interior Design

BIOAGRAPHY

A Mr. Brown is the Founder, Owner and Principal Architect of Design2Form (D2F) an Architectural, Interior Design, Planning, and Project Management Firm located in Miami, FL. Mr. Brown has over 22 years of experience with several facets of project types such as commercial, institutional, municipal, hospitality, inspirational, industrial, recreational, single-family residential and multi- family residential facilities. Professional awards include the Greater Miami Chamber of Commerce 2013 Top Minority Business Award and the Legacy Magazine 2013 40 Under 40 Black Leaders of Today and Tomorrow Award. Mr. Brown recognizes the importance of building communities by revitalizing the fabric of neighborhoods and commercial corridors through responsible, environmentally conscious and contextual embraced design. This has been achieved by Mr. Brown and his Firm proudly taking the initiative to engage community leaders, agencies, business owners, residents, and youth while working on projects. His goal on any project is to stand as a common thread uniting ideas, concepts, budgets and contexts.

NOTABLE PROJECTS

January 2002 - Present

- Lincoln Gardens Senior Building (Miami, FL)
- Opa-Locka CDC Magnolia North Master Plan and Revitalization Project (Opa-Locka, FL)
- Superior Manor Phase II Apartments (Miami, FL)
- Southeast Overtown Park West CRA Quadplex (Miami, FL)
- Southeast Overtown Park West CRA Duplex (Miami, FL)
- ULBC Urban Village (Oakland Park, FL)
- North Miami Police Athletic League Training Facility (North Miami, FL)
- M&M Maison II Apartment LLC (Miami, FL) Magnolia North 15050 Duval Street Apartments (Opa-Locka, FL)
- Magnolia North 2070 Lincoln Avenue Apartments (Opa-Locka, FL)
- Magnolia North 2060 Lincoln Avenue Apartments (Miami, FL)
- North Park Club House & Management Office at Scott Park (Miami, FL)

Design2Form
Architecture • Interiors • Project Management

LEAD CIVIL ENGINEER

Tod Mowery

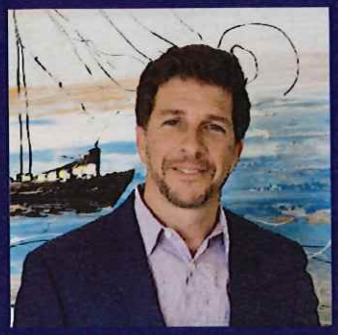
Mr. Mowery's experiences as President of an urban land planning company and a 3D graphics/rendering & video company, along with his former experiences as the chairman of the St. Lucie County Board of Commissioners, a city manager for 3 cities, an assistant town manager, a regional director of a south Florida planning firm and a private planning and management consultant have provided him with vast opportunities to experience both public and private sector work from many angles. His professional career has allowed him to work in several different states, along with experiences in Geneva Switzerland and Zambia, Africa. One notable project includes his organizing efforts in the successful $670 million dollar recruitment of the world's largest nonprofit bioscience institute, the Scripps Research Institute, to North Palm Beach County.

Mr. Mowery services several of Florida's largest builders/developers in governmental affairs, urban planning and design, 3D renderings/videos, project management, permitting, land use and zoning approvals. He has become a key player in facilitating successful project approvals for all types of development projects and also provides full- service contract planning services for small Florida municipalities. He has authored 12 municipal zoning ordinances and 4 comprehensive plans.

Notable Projects

Fisherman Wharf
Redtail Design Group was tasked to create a festive retail masterplan project for the Fort Pierce Waterfront near Seaway Drive called Fisherman's Wharf. The project involved both city and county properties, along with some privately owned properties. The project created an innovative pedestrian friendly development focusing on creating a hub for both marine and tourist-oriented activities. The development included multifamily residential housing, restaurants, retail, a boat house, parking, pedestrian bridges, a landmark lighthouse. The project was in response to a City initiated RFP and was the winning project out of all submittals received by the City.

Fort Pierce Highwaymen Museum
The City of Fort Pierce engaged Redtail DG to create a concept for the new Highwaymen Museum, honoring the 26 world renowned African American landscape painters who originated in the City of Fort Pierce. The project, located on Ave D in Fort Pierce honors the notable painter sand their art work by reflecting the style of many of their work onto the east side of the existing historic Ave D storefront building. The project also involves a lot of symbolism from the African continent.



32
YEARS OF INDUSTRY EXPERIENCE

EDUCATION
1994: University of Tennessee; Master of Science in Planning

1990: Kent State University; Bachelor of Business Administration, Major in Management

CERTIFICATIONS/ REGISTRATIONS
LEED Accredited Professional
Certified General Contractor Florida
DBIA Certified Professional

PROJECT ENGINEER

Stephen S. Cooper, P.E.

Mr. Cooper has over 30 years experience in civil engineering design of streets, storm water management systems, water distribution system design, wastewater collection system design and construction management, including extensive permitting experience with various federal, state and local agencies.

Mr. Cooper engineering firm has worked on countless residential, commercial, industrial, institutional projects and has worked as a sub-consultant to numerous outside engineering firms for various site related engineering task orders. SCPE specializes in site planning, site design, permitting and construction engineering. Site design work includes design of water management systems, water distribution systems, wastewater collection and transmission systems, docks and marinas and other civil engineering site related consulting activities.

Mr. Cooper has experience acting as an expert witness and peer review. SCPE is currently pursuing federal work as an emerging small business and is a certified SDVOSB business with the **Federal Government, SDV-MBE certified with the State of Florida and a SBE with SFWMD.**

30

YEARS OF INDUSTRY EXPERIENCE

Education

B.S., Ocean Engineering, Florida Atlantic University, 1986

CERTIFICATIONS/ REGISTRATIONS

Registered Professional Engineer
State of Florida
#46557
Florida Dept of Environmental Regulation
NPDES
Inspector #24912

Service Related Disabled Veteran
Dept of Veteran Affairs

SENIOR PROJECT MANAGER

Jason Wilson, LEED AP/DBIA

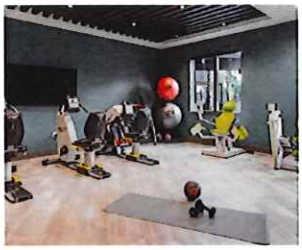
As Senior Project Manager, Jason has over 22 years of experience in construction management and a diverse resume which brings a unique and seasoned perspective to the team. He is devoted to serving DMS's vision and is confident in delivering a successful CMAR project. Jason is well-versed on all operations objectives and works efficiently to guarantee adherence to all construction procedures and field duties. He will foster seamless communication with DMS and the Design Team.

EXPERIENCE LIVING

The Gallery at Hacienda Lakes
Location: Naples, FL
Size: 166,085 SF
Value: $43,433,984
Project Type: Healthcare; Senior Care

INSPIRED LIVING

Alura by Inspired Living
Location: Rockledge, FL
Size: 119,400 SF
Value: $22,962,639
Project Type: Healthcare; Senior Care



EXPERIENCE LIVING

The Gallery at North Port
Location: North Port, FL
Size: 173,089 SF
Value: $37,314,596
Project Type: Healthcare; Senior Care

22
YEARS OF INDUSTRY EXPERIENCE

EDUCATION
BDes - School of Architecture,
University of Florida

CERTIFICATIONS/ REGISTRATIONS
LEED Accredited Professional
Certified General Contractor Florida
DBIA Certified Professional

CORE HORUS

SUPERINTENDENT

Jeremy Schulz

Jeremy brings 30 years of construction industry experience, as well as extensive healthcare and senior living knowledge to your project. His responsibilities include supervising, coordinating, and scheduling trade- work, as well as building an environment of open collaboration with the Construction and Design Teams in order to maintain schedule and budget control. Jeremy monitors the quality of construction procedures and field duties and will utilize his experience with a wide range of construction materials and methods to ensure the FDVA Collier County State Nursing Home project is finished on time, on budget, and with the highest quality

EXPERIENCE LIVING

The Gallery at Hacienda Lakes

Location: Naples, FL Size: 166,085 SF Value: $43,433,984 Project Type: Healthcare; Student Housing

EXPERIENCE LIVING

The Gallery at North Port

Location: North Port, FL Size: 173,089 SF Value: $37,314,596 Project Type: Healthcare; Student Housing

HERITAGE OAKS OF ENGLEWOOD, LLC

Heritage Oaks of Englewood

Location: Englewood, FL Size: 93,919 SF Value: $15,127,313 Project Type: Healthcare; Student Housing

30

YEARS OF INDUSTRY EXPERIENCE

CERTIFICATIONS/ REGISTRATIONS

OSHA 30-Hour

CPR& First Aid Certification

CORE HORUS

DIRECTOR OF PRECONSTRUCTION

Grant Curtan

As Director of Pre-Construction, Grant brings 19 years of experience in the ever-changing conditions and methodologies of preconstruction processes. He will lead the team through design development, value engineering, construction document review, and the establishment of the GMP while working closely to ensure that the finished plans match the expectations, budget, and schedule for your project. Grant will provide bidding strategies and risk analysis information to allow for quick decision making, and he will remain engaged throughout the project, ensuring a seamless transition from preconstruction to construction.

EXPERIENCE LIVING

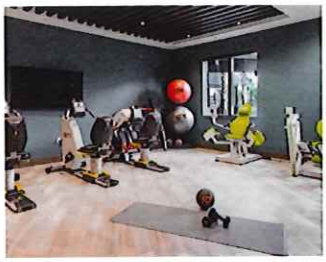
The Gallery at Hacienda Lakes

Location: Naples, FL Size: 166,085 SF Value: $43,433,984 Project Type: Healthcare; Senior Care

INSPIRED LIVING

Alura by Inspired Living

Location: Rockledge, FL Size: 119,400 SF Value: $22,962,639 Project Type: Healthcare; Senior Care



EXPERIENCE LIVING

The Gallery at North Port

Location: North Port, FL Size: 173,089 SF Value: $37,314,596 Project Type: Healthcare; Senior Care

19

YEARS OF INDUSTRY EXPERIENCE

EDUCATION

B.S. Building Construction, University of North Florida

CERTIFICATIONS/ REGISTRATIONS

LEED Accredited Professional
Certified General Contractor Florida

CORE HORUS

LOCAL REALTOR

LUKE LEWIS

BIOAGRAPHY

Luke Lewis's business acumen based on transparency and utilizing analytical data, to determine the highest and best use of projects, was acquired during his corporate tenure of 20 years with AmeriGas Propane. Through working in leadership as a negotiator and Sales Manager covering the southern United States, his passion for community development is supported by his ownership of 10 doors located in the Lincoln Park corridor. There, he provides housing and assistance to residents. This was a catalyst for his vision of opening a brokerage here in Fort Pierce where ultimately, our goal is to build relationships to support the One Fort Pierce Initiative.

TREASURE COAST REALTY GROUP

PROJECT NAME: BJ's Lounge
Transaction Troubled nightclub in the Lincoln Park community sold to a place of worship.

Value: $975,000
Role: Realtor

TREASURE COAST REALTY GROUP

PROJECT NAME: Boardwalk on the Inlet
Location: Land Acquisition on seaway drive for destination spot

Value: $5,000,000
Role: Realtor

TREASURE COAST REALTY GROUP

PROJECT NAME: K & K
Location: Acquisition of downtown Fort Pierce Properties

Value: $32,000,000
Role: Realtor

4
YEARS OF INDUSTRY EXPERIENCE

HORUS Academy Consultant

Alison A. Hewitt

BIOAGRAPHY

Alison A. Hewitt is also, the President and CEO of Alison A. Hewitt and Associates, is a hands-on community development leader that possesses a wealth of practical business experience and a fresh vision for individuals interested in developing and growing their own businesses and bringing meaningful change to communities.

Hewitt has 24 years of successful economic development and community affairs management experience, including post as the Executive Director for the State of Florida's Office of Urban Opportunity in Tallahassee, FL. While there she oversaw the successful launch of 20 Front Porch communities throughout the state. The Front Porch Florida communities had a budget allocation of more than $25.6 million for urban revitalization including: economic diversity, improved education, strengthening families, and enhancement of Florida's environment and quality of life. As president of Creative Community Solutions, Hewitt implemented business assistance programs to over 200 businesses, marketing/branding strategies, public outreach and surveys and other Strategic Plan Activities to both Community Redevelopment Areas in Manatee County, South County and 14th Street CRAs.

24
YEARS OF INDUSTRY EXPERIENCE

Affiliations
Advantage Capital Partners, Advisory Board Member

HORUS ACADEMY

TAB 3

QUALIFICATIONS AND REFERENCES

Provide a brief narrative with verifiable evidence of the Applicant's satisfactory performance designing and constructing at least three (3) mixed-use projects of comparable scope and complexity. A reference must be provided for each project provided.

THE DESOTA APARTMENTS & MIXED-USE

Multi-family/mixed-use

Location
Sarasota, FL

Architect
Hoyt Architects

Project Budget
$43,937,549

Final Cost
$43,937,549

Completion Date
August 2017

On schedule

On Budget

Community outreach

LEED Silver

Description

The DeSota Apartments and Mixed-Use project included the new construction of a 10-story 407,279 SF multifamily apartment complex located in Sarasota, FL. The facility houses 180 units comprised of one, two, and three bedrooms, a 251-space parking deck, shell space for retail stores, and two hotel style suites for short term rentals to residents' guests.

Key Features

The project featured:

- >>Quartz Counter tops
- >>Large windows
- >>10-foot ceilings
- >>fitness center
- >>Rooftop,
- >>Resort-style pool
- >>Club room
- >>Outdoor decks

The multifamily apartment complex achieved LEED Silver Certification for Leadership in Energy and Environmental Design from the US Green Building Council for using energy efficient materials.

Reference

Carter USA Development
Patty Neil
404. 888-3117

Key Personnel:
Grant Ciurtan LEED AP Precon
Jason Wilson LEED Sr Project Manager
Jeremy Schulz Superintendent

CORE HORUS

ULBC Urban Village

Multi-family and Commercial/Mixed-use

Location
Oakland Park, FL

Architect
Design2Form

Project Budget
$23.4 Million

Final Cost
$23.4 Million

Completion Date
In process

On schedule

On Budget

Community outreach

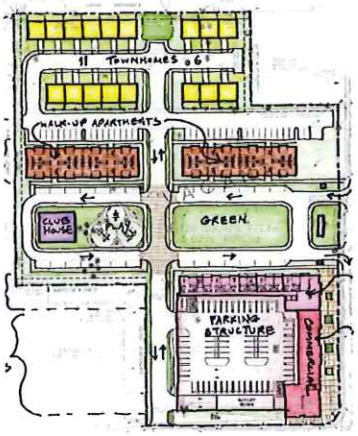
Redevelopment Agency

Description

ULBC's Urban Village is envisioned to be an affordable and workforce housing, intergenerational rental community where residents live, learn, work, and play in the City of Oakland Park. The proposed development consists of (17) 3-bedroom townhomes; (48) 2-bedroom walk-up apartments; a mixed-use building containing commercial lease spaces, educational uses, (30) senior residential units , and (30) workforce residential units as well as a parking garage; a 2,600 Sq. Ft. clubhouse building; outdoor playground and central green space. The project is designed to encourage walking and outdoor activity for its residents of all ages and to create a strong sense of community.

Key Features

>> Buildings are oriented around a central Village Green Activity Area that unifies the space and provides an open space for gathering, play and other recreation.



Reference

Carter USA Development
Patty Neil
T: 404. 888.3117

Key Personnel:
Zamarr T. Brown

Design2Form
Architecture • Interiors • Project Management

The Boulevard at West River

Mixed income-affordable housing/Multi Family

Location
Tampa, FL

Architect
BDG Architects

Project Budget
$65,000,000

Final Cost
$65,000,000

Completion Date
September 2021

On schedule

On Budget

Community outreach

Description

623-unit eight-story multifamily with community room for residents, an indoor gym, and a fifth-floor community media room with a balcony.

Key Features

>>Mixed-income affordable housing development

>>Secure access

>>Modern energy-efficient appliances including:

- Washers
- Driers
- Granite counter tops
- Balconies

>> Each tower has its own

- State-of-the-art fitness center
- Library with free computer access
- Spacious game room
- Community spaces for entertaining and gathering.

Reference

Francis Ihedoro | Tampa Housing Authority
T: 813.267.0485

Key Personnel:
Donald Odam Jr.

COMMERCE PARK DEUCES RISING

Multi-family/mixed-use

Location
St. Petersburg, FL

Architect
Howard & Associates

Project Budget
$28,000,000

Final Cost
$28,000,000

Completion Date
January 2026

On schedule

On Budget

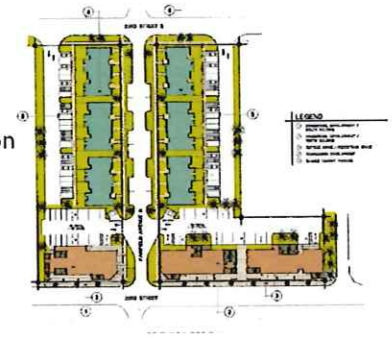
Community outreach

Description

The Commerce Park/ Deuces Rising Project is a mixed-use, mixed-income development that will feature 28,000 to 32,000 sf of retail, office, incubator and co-working space and 26 townhomes to be affordably sold to families from 80-120% AMI.

Key Features

This project consists of two phases:
Phase1: Right of Way Work (Projected budget $1.5M)
Phase2: Commercial and Residential Design & Construction



>> 24- two-story townhomes – Home Ownership
>> Mix of bedroom types – 2 and 3 bedrooms
>> 120% AMI or below
>> Surface Parking and retention
>> Reconstructed Fairfield Ave w/ street parking
>> Approximately 40,000 sq. ft. of commercial space
>> Two-story fronting 22nd Street South
>>Opportunity to configure space for retail, office, and restaurant/café with outdoor seating, incubator, and micro spaces
>> Affordable commercial space for local business

Reference

City of St. Petersburg
James E. Jackson Jr., AIA |
Sr. Project Coordinator
T: 727.892.5342
E: james.jackson@stpete.org

Key Personnel:

Jonathan D. Graham
Dr. Lena Graham-Morris
Sharon Honoret
Alison A. Hewitt

EDEN PARK AT IRONWOOD

Multi-family/mixed-use

Location
Gainesville, FL

Architect:
Andrew Kaplan

Project Budget
$9.5 Million

Final Cost
$10 Million

Completion Date
2004

On schedule

On Budget

Community outreach

Energy Star Standard

Redevelopment Agency

Description

Eden Park at Ironwood is 125,000 SF multi-family affordable family housing complex. The complex has been subsidized by the local housing finance authority, the Florida Housing Finance Corporation, and all 104 of the subsidized units are listed as ready for occupancy. The complex is a mix use facility with the inclusion of the commercial space that houses a 3000 SF child care facility. The local grocer and various shopping venues are also easily accessible.

Key Features

Community Features
- >> Day Care
- >> Grill
- >> Picnic Area
- >> Pool
- >> Playground
- >> Basketball Court

Reference

Gainesville Housing Authority
Pamela Davis
T: 352.872.5500
E: PamelaD@gnvha.org

Key Personnel: Edward L. Jennings

THE GALLERY AT NORTH PORT

Senior Living | Assisted Living

Location
1340 NE 39th Ave,
Gainesville, FL

Architect:
Andrew Kaplan

Project Budget
$9.5 Million

Final Cost
$10 Million

Completion Date
2004

On schedule

On Budget

Community outreach

Description

The Gallery at North Port project included the new construction of a high-end independent living, assisted living, and memory care community in North Port, FL. This pet-friendly campus features a three-story, 173,089-square-foot building that houses 167 units, as well as four separate independent living triplex buildings and four independent living quadplex buildings, totaling in 195 units across the campus' palm tree studded grounds.

Key Features

This award-winning retirement community offers 24-hour assistance in addition to amenities such as:

- >>Resort-style swimming pool,
- >>Bocce ball court,
- >>Walking trails,
- >>Beauty salon,
- >>Fitness areas,
- >>Social gathering spaces.

The community gained its name for its investment in local art, and residents as well as members of the community can enjoy the Gallery's sculpture garden, commissioned by a local artist, which features native plant and animal statues reaching up to 12 feet in height. Construction entailed concrete footings, load-bearing masonry, wood and truss structural framing, siding exterior, and single-ply roofing with shingles.

Reference

Andrea McNally
T: 720.264.0635
E: AndreaM@ESK5280.com

Key Personnel:
Jason Wilson, LEED AP/DBIA

CORE HORUS

TAB 4

DEVELOPMENT VISION AND APPROACH

Describe in detail the overall concept and approach to the development of the Site and how the approach fulfills the development goals and requirements. This section should include an overview of the following key components:

- Site plan
- Mobilization
- Construction management
- Marketing and property management of completed buildings.
- Residential development program details, such as proposed building typology, square footage of planned development by use, residential unit mix if relevant, the split of for-sale and rental product if relevant, residential amenities, and anticipated rents or pricing.
- Public space features
- Parking plan, including how construction, ownership, operation, and management of the public parking facility will function.
- Other development program details, such as the total square feet and usage of any ground floor other space

SITE PLAN

The Moore's Creek Proposal site plan is designed to create a vibrant, inclusive community by offering a diverse range of housing options and amenities. The plan includes:

Mixed-Use and Commercial Retail

To foster economic activity and convenience, the proposal incorporates mixed-use spaces that blend residential units with commercial retail. This integration supports local businesses, creates job opportunities, and enhances the walkability of the neighborhood.

Public Spaces

The site plan prioritizes the creation of public spaces that serve as communal gathering spots. These areas will provide residents and visitors with opportunities to engage in recreation, socialization, and relaxation, enhancing the overall quality of life.

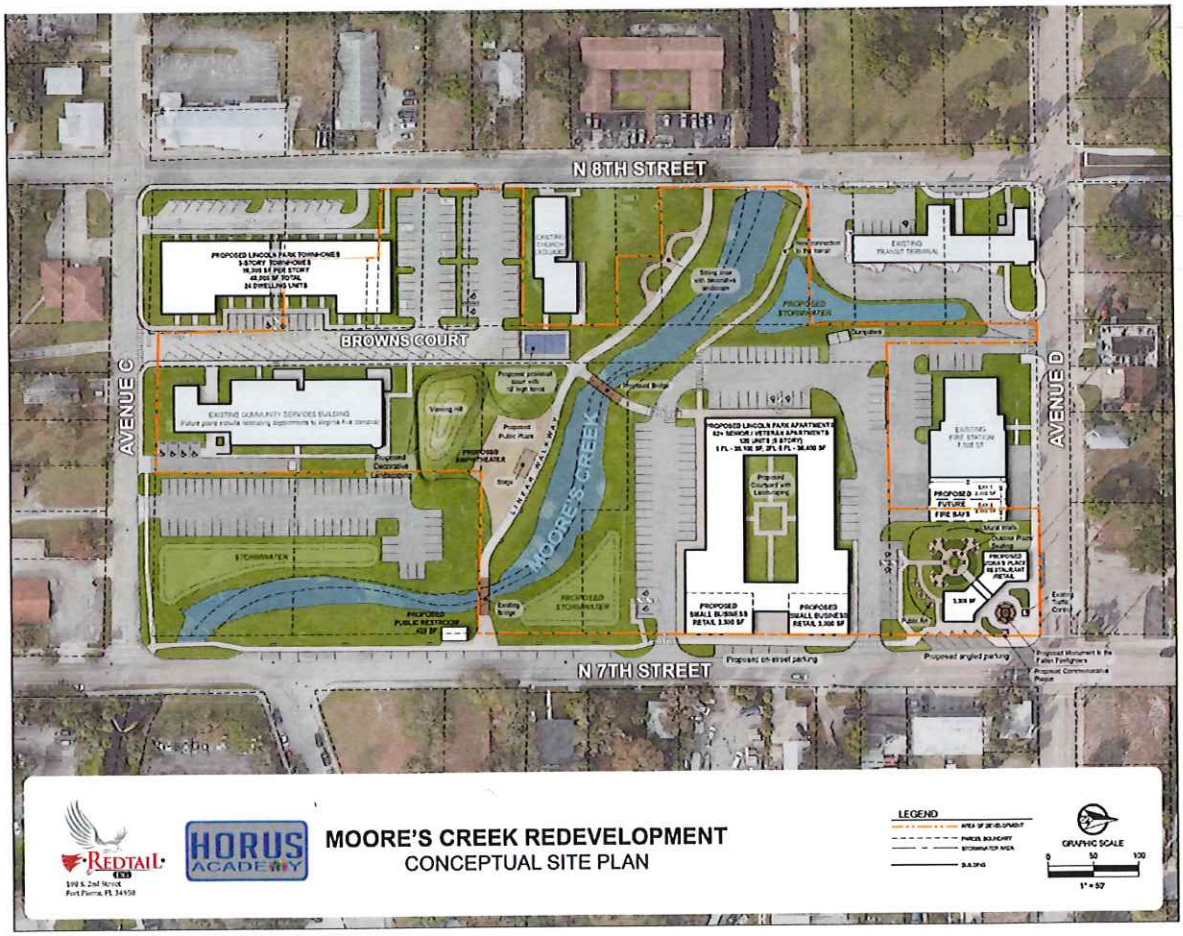
Cultural Activities & Heritage

The proposal includes dedicated spaces for cultural activities, ensuring that the community's cultural heritage is celebrated and preserved. These cultural elements contribute to a sense of identity and pride among residents, fostering a strong, connected community.

Diverse Housing Stock:

The development features a variety of housing options, including affordable senior housing, and a mix of above and below-market-rate units. This ensures that people from different income levels and stages of life can find suitable, affordable housing within the community.

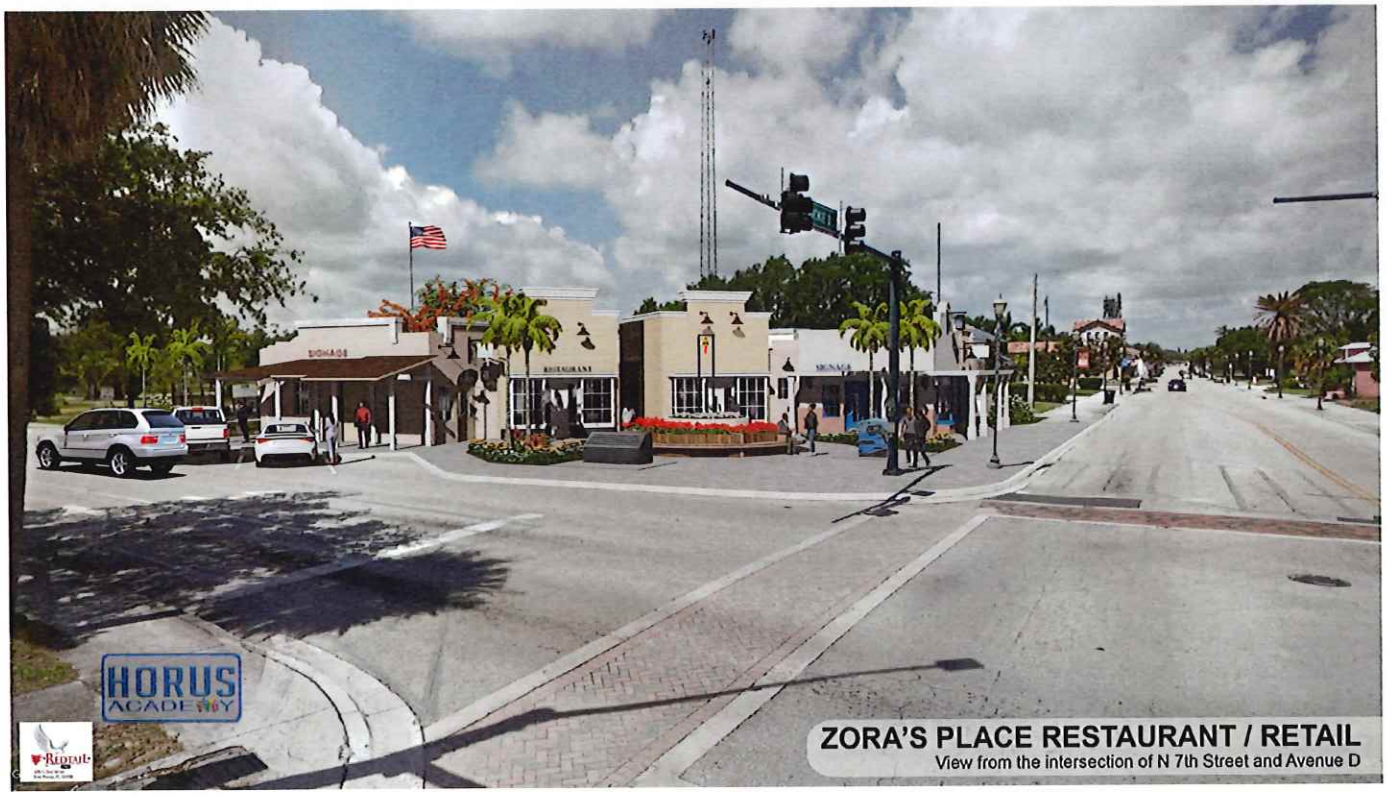
The Moore's Creek Proposal is designed to be a dynamic, inclusive community that meets the needs of a diverse population, while also celebrating and preserving the cultural heritage of the area.



SITE PLAN

Retail/Restaurant and Amenities

This is the location SW at Avenue D and N 7th Street. This proposed location includes 3,200 sf retail/restaurant space for private sector investment. HORUS Academy will provide technical assistance/support to the commercial businesses. this proposed location also includes proposed murals, monuments and amenities that sense of community,



ZORA'S PLACE RESTAURANT / RETAIL
View from the intersection of N 7th Street and Avenue D

Ensuring access to safe and affordable housing is a fundamental aspect of supporting the aging population and promoting their overall well-being.

SITE PLAN

Such housing fosters a sense of community, reduces social isolation, and allows seniors to age in place with the support they need.

Senior Housing

Safe and affordable senior housing is vital for ensuring the well-being, dignity, and independence of older adults. As people age, they often face financial constraints, health challenges, and mobility issues that make finding appropriate housing difficult. The proposed senior housing will have access to transportation through the transit center and with Fire Station 15 located in close proximity address the health and safety for the senior residents. Safety is equally important, as seniors are more vulnerable to accidents, health emergencies, and crime. Safe housing offers features like accessible design, emergency response systems, and secure environments, which are essential for maintaining their health and quality of life.

SITE PLAN

HORUS ACADEMY

MOUNT OLIVE MISSIONARY BAPTIST CHURCH

Partnership with Mount Olive

Private investment and a partnership with the local church, Mount Olive, to build affordable housing on unused land can have a profound and positive impact on the community. This collaboration can serve as a powerful model for addressing housing shortages and fostering community development in a sustainable and inclusive way.

KEY IMPACTS:

Addressing House Shortages

The development of affordable housing on underutilized land helps meet the critical need for housing, especially in areas where affordable options are limited. This can alleviate the burden on low- and moderate-income families, providing them with safe, stable, and cost-effective living environments.

Community Empowerment

The partnership with Mount Olive Church ensures that the project is rooted in the community's needs and values. Churches often have strong ties to the local population, and their involvement can help build trust, foster community engagement, and ensure that the housing meets the specific needs of the community.

Economic Revitalization

Private investment brings financial resources and expertise to the project, enabling high-quality construction and efficient project management. This can stimulate local economic activity, create jobs, and attract additional investment to the area, contributing to broader economic revitalization.

Social Impact

Affordable housing developments often include community spaces and services that enhance residents' quality of life. Partnering with Mount Olive Church will incorporate programs that provide social support, such as job training, health services, and educational opportunities, further benefiting residents and the surrounding community.

Sustainable Land Use

Utilizing unused land for affordable housing is an efficient and sustainable approach to urban development. It prevents land from remaining idle and potentially deteriorating, instead transforming it into a valuable community asset that addresses pressing social needs.

Strengthening Local Institutions

The partnership can also strengthen the church's role as a community anchor, enhancing its capacity to serve the community in new and impactful ways. This collaboration can create a legacy of service and social responsibility that aligns with the church's mission.

NE at Ave C and N 8th Street

Overall, this initiative represents a strategic approach to leveraging private investment and community resources to create affordable housing, strengthen community bonds, and foster long-term, positive change in the neighborhood.

MOBILIZATION

Mobilization/Pre- Development for Phase 1

01 RFP Award/ Selection Complete

02 Mobilization Meeting with all the players onsite/virtually to approve Development Schedule

03 Master Developer contract executed-30-60 days

04 Phase 1 Design process commences with fire district.

A. Architect/engineer contracts executed -30 days

B. Meet FD Officials

C. Site Plan/ Construction plan submittals

05 Continue Community Engagement

Mobilization/Pre-Development for Phase 2-60-90 Days

01 Engineer begins site plan process

02 Public funding grant approval process beings with local

03 Discussion with FPHA - Begin to solicit PBV contract

04 Begin conversations with debt/equity options

05 Continue Community Engagement Process

Mobilization/Pre-Development for Phase 2-60-90 Days

01 Engineer begins site plan process approval with listed features

02 Finalize Budget Figures for Public Area

03 Re-engage Community to lock in their support

CONSTRUCTION MANAGEMENT

Construction Management Approach to a Moore's Creek Mixed-Use Development

In the development of the Moore's Creek mixed-use project, the HORUS Academy Construction Management Team (CM) will play a critical role, guiding the project from initial design through construction and final closeout. Our involvement ensures that the project is delivered on time, within budget, and meets the highest standards of quality and safety. Our approach emphasizes the importance of collaboration, communication, and the strategic use of technology at each stage to enhance project outcomes.

Design Phase

During the design phase, the CM's primary responsibilities include budget management, constructability reviews, and value engineering. Early involvement in the design process allows us to collaborate closely with architects, engineers, and the client to ensure that the design aligns with the project's financial and operational goals.

1 Budget Management

We work with the design team to provide accurate cost estimates, helping to align the project scope with the available budget. By identifying potential cost drivers early, the CM ensures that financial constraints are considered during design development, reducing the likelihood of budget overruns later in the project.

2 Constructability Reviews

We conduct thorough constructability reviews, analyzing the design for potential challenges that could arise during construction. This process involves evaluating the practicality of the design, identifying any elements that may be difficult or costly to build, and suggesting modifications that maintain design integrity while simplifying construction.

3 Value Engineering

We lead value engineering efforts, working with the design team to identify opportunities to reduce costs without compromising quality or functionality. This collaborative process ensures that the project meets all objectives, balancing aesthetics, performance, and cost-effectiveness.

The CM's role in the design phase is characterized by a commitment to collaboration and communication. By fostering strong relationships with all stakeholders and ensuring that everyone is aligned with the project's goals, we help to set the stage for a successful construction phase.

CONSTRUCTION MANAGEMENT

Construction Phase

As the project moves into the construction phase, our focus shifts to executing the work efficiently and safely. Our responsibilities include safety management, logistics coordination, schedule optimization, supply chain management, risk management, subcontractor procurement and management, and budget control.

1 Safety Management

Ensuring the safety of all workers on site is our top priority. We implement comprehensive safety protocols, conduct regular inspections, and ensure that all team members are trained and compliant with safety standards. A proactive approach to safety minimizes the risk of accidents and ensures a safe working environment.

2 Logistics Coordination

We develop and oversee a detailed logistics plan, coordinating the movement of materials, equipment, and personnel to ensure that the site operates smoothly. Efficient logistics management reduces downtime and helps maintain a steady workflow, even on a complex site with multiple concurrent activities.

3 Schedule Optimization

We optimize the construction schedule, balancing the needs of various trades and ensuring that work progresses according to plan. By closely monitoring progress and making adjustments as needed, the CM helps to minimize delays and keep the project on track.

4 Supply Chain Management

We manage the procurement of materials and equipment, ensuring that everything arrives on time and meets the required specifications. Effective supply chain management involves anticipating potential disruptions, such as delays in material deliveries, and developing contingency plans to mitigate their impact.

5 Risk Management

We identify potential risks, such as weather conditions, labor shortages, or unforeseen site issues, and develop strategies to mitigate them. Regular risk assessments and a proactive approach to problem-solving help us to address challenges before they become critical.

6 Subcontractor Procurement & Management

We are responsible for selecting and managing subcontractors, ensuring that they are qualified, well-resourced, and aligned with the project's objectives. We monitor subcontractor performance, addressing any issues promptly to maintain quality and schedule adherence.

7 Budget Control

Throughout the construction phase, we closely monitor project costs, ensuring that expenditures remain within the approved budget. By tracking costs in real-time and addressing deviations promptly, we help to prevent budget overruns and keep the project financially viable.

8 Technology Integration

We leverage the latest construction software and technology tools to enhance project management. Procore, for example, streamlines communication, document management, and project tracking, providing real-time insights into project performance. 3D modeling and clash detection tools allow us to identify and resolve potential conflicts between building systems before construction begins, reducing the likelihood of delays and rework.

The success of the construction phase hinges on the CM's ability to foster collaboration and maintain open lines of communication among all stakeholders. By keeping everyone informed and engaged, we ensure that the project progresses smoothly and that any issues are resolved quickly and effectively.

Closeout and Commissioning

As the project nears completion, our focus shifts to closeout and commissioning, ensuring that the transition from construction to occupancy is smooth and seamless.

1 Closeout

We work with the design team to provide accurate cost estimates, helping to align the project scope with the available budget. By identifying potential cost drivers early, the CM ensures that financial constraints are considered during design development, reducing the likelihood of budget overruns later in the project.

2 Commissioning

We conduct thorough constructability reviews, analyzing the design for potential challenges that could arise during construction. This process involves evaluating the practicality of the design, identifying any elements that may be difficult or costly to build, and suggesting modifications that maintain design integrity while simplifying construction.

> "Throughout the closeout and commissioning phases, we continue to emphasize collaboration and communication, ensuring that all parties are aligned and that any final concerns are addressed before project handover."

The HORUS Academy Construction Management Team's role in the redevelopment of Moore's Creek is integral to the project's success. From the design phase through construction and closeout, our responsibilities are diverse and demanding, requiring the high level of expertise possessed by our team. By leveraging advanced technology and fostering strong relationships with all stakeholders, we ensure that the project is delivered safely, on time, within budget, and to the highest standards of quality.

MARKETING & PROPERTY MANAGEMENT

Marketing for Affordable Housing-6 months
Marketing to the elderly and veteran community is different in the social media world.

Community Outreach

A. Fort Pierce Housing Authority-We will be negotiating a direct PBV contract with FPHA, market to their Section 8 Voucher Holders, and be listed as local Landlord

B. Community/Veterans Services-We will be listed with County Support/Veterans Services and attend Veteran events, and Meals on Wheels events

C. Faith Based Entities-We will visit local area churches to make in-person announcements and sponsor senior events to do direct marketing to area seniors

Private Sector

We will have a 6-month contract with Apartments.com. The highest trafficked apartment rental site in the world. It has targeted websites for seniors.

Affordable Housing Websites

We will list this property on the Florida Housing.org and Section8.org websites

Marketing for Commercial Space-6-12 months

Coordinate with local Chamber of Commerce to present Area Project

Attend Local/ICSC Seminars/Events

Work with Means Court to market to graduating Incubator Businesses to create permanent Space for their businesses

Coordinate with Local Commercial Brokers to find Businesses that are looking to expand into the area market

Work with FPCRA to meet the needs outlined in the 2024/25 Community Needs Assessment and ensure that CRA programs are catered to the needs of expanding area businesses

RESIDENTIAL DEVELOPMENT PROGRAM

Residential development program details, such as proposed building typology, square footage of planned development by use, residential unit mix if relevant, the split of for-sale and rental product if relevant, residential amenities, and anticipated rents or pricing.

Residential Property Staffing

- 1 Property Manager
- 1 Asst. Manager
- 1 Maintenance Supervisor
- 1 Maintenance Tech

Unit | Property | Community Features

>>Rich Wood Grain Floors
>>Energy Star Appliances
- Water Heater, Toilets, Lighting

>>W/D Hook Ups
>>Electric Range
>>Garbage Disposal
>>Dishwasher
>>Central Air/Heat
>>Ceiling Fans
>>Cable and High-Speed Internet Access
>>Computer Lab/Business Center
>>Fitness Center
>>Meeting Space
>>Gazebo
>>Outdoor Garden
>>Outdoor Cooking Area

Monthly | Quarterly Programming

- Health Screening
- Financial Literacy Classes
- Homebuyer Classes
- Fitness Classes
- Bingo
- Faith Based Activities

Public Space Features

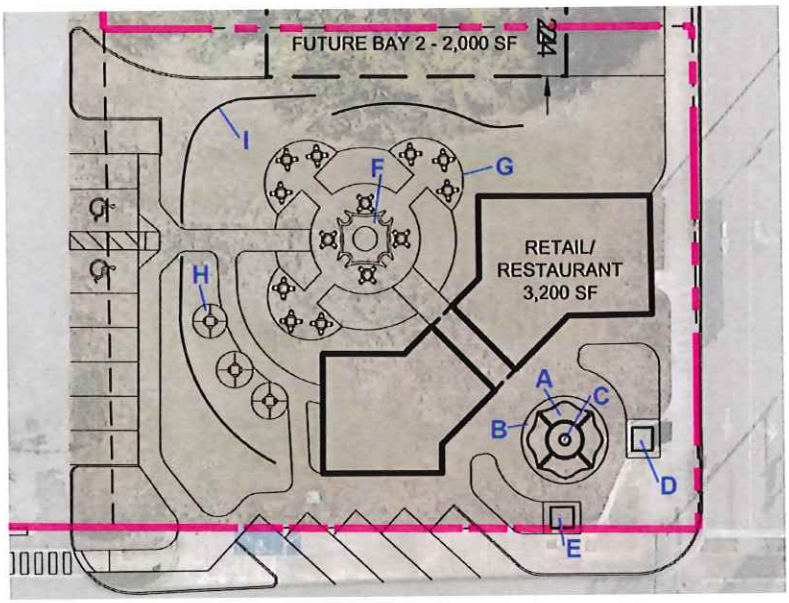
Enhancing public spaces in affordable housing developments is crucial because it fosters a sense of community, improves residents' quality of life, and contributes to the overall well-being of neighborhoods. Well-designed public spaces provide areas for social interaction, recreation, and relaxation, vital for mental and physical health. They also create a more welcoming and vibrant environment, making affordable housing developments more than just places to live, but thriving communities where residents feel connected and engaged. These enhancements can have long-lasting impacts, promoting social cohesion, safety, and pride in one's community. The development team has worked to include the benefits of Moore's Creek, solicited input from community outreach meetings with the community and conversations with neighborhood leaders about the most impactful public enhancement. the following are proposed Public Spaces:

Monument to the Fallen Firefighters

Located on the corner of Avenue D and N 7th Street, this monument is made of raised planters **(A)** in the shape of the Fire Department's logo, with seating around it **(B)** and a bell tower **(C)** in the center. As we had to keep the existing traffic monitor **(D)**, we added one symmetrical element **(E)** that will have the names of the firefighters who lost their lives in service.

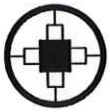
African - American Culture

The proposed restaurant's seating area layout is made using a few of the Western African symbols (Adinkra). The central piece is a raised planter shaped like an African Americal symbol for brotherhood and security (FIHANKRA) **(F)** and we have the central circle and half-circles which is a symbol of united souls in African American Culture (AKOMA NTOASO) **(G)**. Around them is the landscape. The art station circles are paved to resemble the symbol of the craftsmanship (DAME DAME) **(H)**



Akoma Ntoaso

Dame Dame



Promotion of Art

In the restaurant area, three circles are 'art stations' **(H)** where local artist would come to paint in plain air, sculpt or make other kinds of art, that they could sell. This way of painting is a resemblance of the Highwaymen artists, that made their art along the highway. This area is approachable from the restaurant and from the street, making a unique atmosphere for the visitors and local attraction.

Also, three walls **(I)** of different heights are placed around the restaurant outdoor area and will have the murals made by the local artists. These walls are making an intimate, almost private feeling while still being outdoors, and make a dynamic and flowing space.

In addition to this, several other concepts were incorporated into the site plan, such as the connection of the transit with the 7th street by addition of a sidewalk that will go along the Moore's Creek on it's north side and connect with the 120-unit apartment building.

Also, we added the area for public gathering just south to the Moore's creek that will have a paved area with a possibility of having a portable stage area for musical events, and a hilly area for people to sit and watch the events. We also showed a public toilet on the N 7th Street as discussed on the meeting.

In addition to the restaurant/retail on the corner of the 7th Street and Avenue D, there is also an area for small businesses in the apartment building that will make a cozy commercial area as an improvement to the 7th Street.

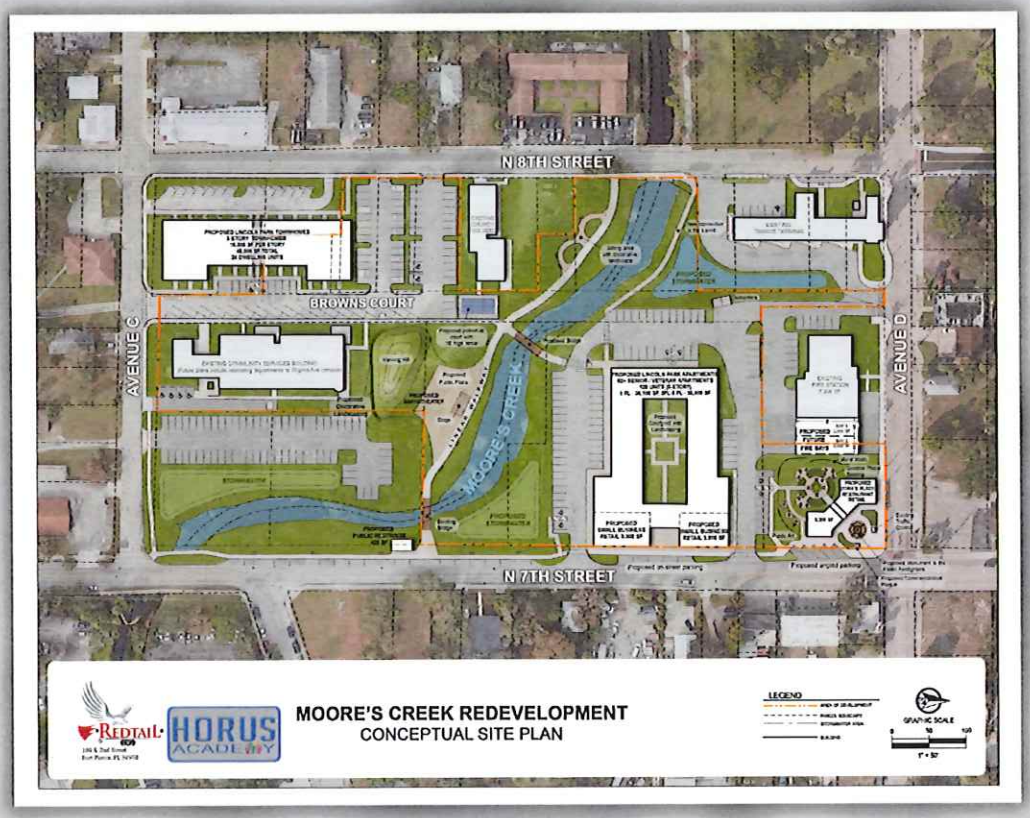
PARKING PLAN, INCLUDING HOW CONSTRUCTION, OWNERSHIP, OPERATION, AND MANAGEMENT OF THE PUBLIC PARKING FACILITY WILL FUNCTION.

This arrangement outlines a significant public-private partnership that provides essential resources for the development of the Lincoln Park project. Here's a breakdown of the key points:

» Public Land and Parking Lease: The public land and parking areas required for parking, stormwater management, infrastructure, and building construction will be leased to the HORUS Academy partnership at no charge for a period of 99 years. This long-term lease provides stability and ensures that the partnership can fully utilize these public resources to support the development.

» Exclusive Control Over Parking: All parking spaces necessary to meet the city, county, and state requirements for the residential and commercial components of the Lincoln Park Development will be under the exclusive control of the HORUS Academy partnership. This allows the partnership to manage parking in a way that best serves the needs of residents and commercial tenants, ensuring compliance with regulatory requirements while optimizing the use of space.

This structure is designed to facilitate the development by providing the necessary land and resources without the burden of additional costs, while also granting the partnership the authority to manage and maintain the essential infrastructure needed for the success of the project.



PARKING PLAN, INCLUDING HOW CONSTRUCTION, OWNERSHIP, OPERATION, AND MANAGEMENT OF THE PUBLIC PARKING FACILITY WILL FUNCTION.

Parking Plan, Operation, and Features

All public-owned land and parking needed to provide- parking, stormwater management, infrastructure, and buildings for the privately owned improvements will be leased at no charge for 99 years to the **HORUS Academy** partnership.

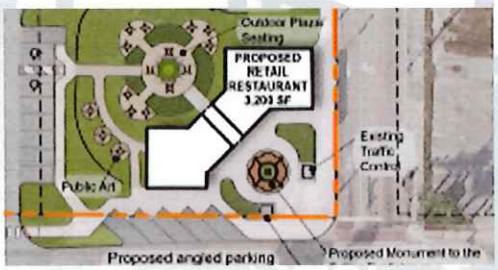
All the parking required to meet the city/county/state parking requirements for the residential and commercial needs of the residents and commercial tenants of the Lincoln Park Development will be under the sole control of the partnership. There will be a designated number of spaces for the patrons of the commercial space. All these parking lots/improvements will be maintained/managed via contract with the **HORUS Academy** partnership. The maintenance costs will continue to be at the public's cost under the current regime.

Mt. Olive Church Parking

All church property used for this project will be leased by the partnership for 99 years. All current and enhanced parking on Church property will remain under the church's ownership but controlled by the partnership for the project's life. The project partnership will maintain the parking at the sole cost of the partnership.

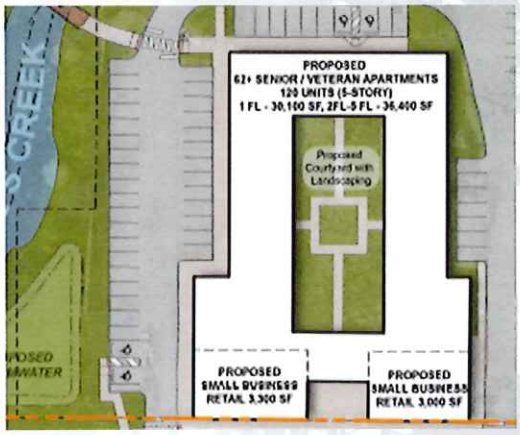
All parking currently owned by the public or private in the subject area not enhanced/improved by this proposal will continue to be owned/managed/operated in its current form unless an agreement is made between the impacted parties.

See parking enhancements on the site plan and figure below.



Retail/ Restaurant
Existing Spaces : 0
Proposed Total: 12 Parking Spaces (2 ADA)

Townhomes
Existing Spaces : 0
Proposed Total: 12 Parking Spaces (2 ADA)



Senor/ Assisted living
Existing Spaces : 0
Proposed Total: 12 Parking Spaces (2 ADA)

OTHER DEVELOPMENT PROGRAM DETAILS, SUCH AS THE TOTAL SQUARE FEET AND USAGE OF ANY GROUND FLOOR OTHER SPACE

Outdoor Community Amenities

- >>Multiple Benches & Seating Areas
- >>Enhanced Walking Trail
- >>Performance Stage
- >>Heritage art Features\ Historic Markers
- >>Public Restrooms
- >>Public Amphitheater

The Moore's Creek Proposal site plan is designed to create a vibrant, inclusive community by offering a diverse range of housing options and amenities. The plan thoughtfully integrates natural and recreational elements to enhance the overall living experience.

KEY IMPACTS:

Park Benches:

Scenic Park benches will be strategically placed along the creek, offering residents and visitors tranquil spots to relax, enjoy nature, and connect with one another

Pickleball Court:

A pickleball court will provide a fun, active space for residents of all ages to engage in this popular and accessible sport, fostering community interaction and promoting a healthy lifestyle.

Quaint Bridge Over the Creek:

A charming bridge will span Moore's Creek, enhancing the aesthetic appeal of the area while providing a convenient and picturesque crossing point for pedestrians, further connecting different parts of the development.

Amphitheater with a stage for outdoor events:

An outdoor amphitheater will serve as a central gathering place for the community, hosting a variety of events such as concerts, performances, and cultural activities. This space will be a focal point for community engagement, bringing people together to celebrate and enjoy shared experiences.

Together, these features contribute to a well-rounded, dynamic environment that supports recreation, relaxation, and cultural expression, making Moore's Creek a truly vibrant and inclusive community.

TAB 5

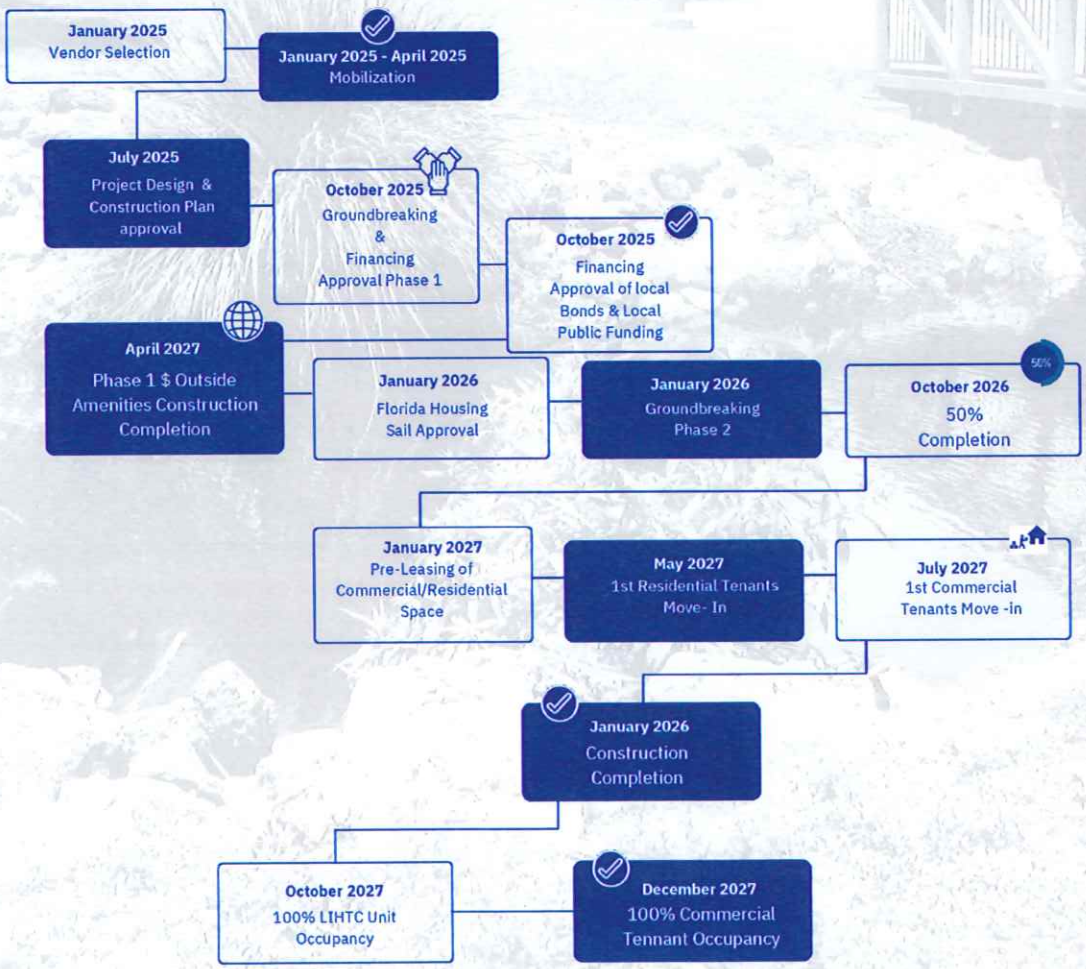
PROJECT SCHEDULE

Describe the ability to execute the proposed development approach in a timely manner. Responses should include a preliminary schedule for pre-development, construction, marketing, and occupancy.

Project Timeline

Moore's Creek Redevelopment Project (a.k.a) Avenue D Model Block Project

The Moore's Creek Project Team assembles the best-in-class professionals in the Southeastern United States. From engineering to architecture, construction to community engagement, and development to property management, HORUS Academy has sought to partner with the most diverse, qualified, and expert set of development professionals that Ft. Pierce has ever seen. From HORUS's initial entire into St. Lucie County, we have sought to leverage the best in culture and talent to assist in revitalizing the historic nature of Lincoln Park back to its original splendor with a nod to the rich history of the past, while embracing the latest in modern features to meet the needs of the community in the community. Our development team marshals over 300 years of experience with the leadership of a 3rd generation construction firm with a unique community-focused philosophy to assist in Lincoln Park's transformation. We believe that this effort will be used as a cornerstone for all future projects as a testament to the manifestation of the dreams of our ancestors to sustain and support themselves with the help of the Almighty, as was his intention for all of his children.



TAB 6

FINANCING PLAN

Project Financing & Proforma
Describe how the Applicant plans to finance the pre-development planning, design, and engineering, and construction of the proposed development. Respondents should submit a complete development pro forma for the full duration of the proposed project in a live (i.e., fully working formulas and macros) Microsoft Excel file. This summary should include all details about the project:

- Project financing sources and uses.
- Development budget
- Cash flows: operating revenue and expenses
- Expectations of Project Return
- Anticipated timeline for development
- Identify any financial partnerships assumed (public/private; nonprofit/profit, etc.).

Project financing sources and uses.

HORUS Academy believes that a project plan without resources is just a deferred dream that stimulates the community with the promise of a healthy, vibrant meal without a restaurant, kitchen, cook, or food to prepare. Everyone comes to the table hungry and leaves just the same. We start with the concept of the need/desire to meet the hunger of the community in the community. So, we have started creating a menu after meeting[1] with community members in group and individual settings. The Project plan above will deliver the components listed above. We will build on the valuation of the existing community's physical assets of land value/public service-provided buildings. We have met with the local Fire District[4] to assess their expansion needs and associated financial support.

HORUS Academy & Mt. Olive Baptist Church.

We partnered with Mt. Olive Baptist Church, to use the value of their land as an equity partner. With this in mind, HORUS Academy invested the financial resources to develop the attached site plan with the help of the professional listed in the proposal. This value is above $100k. With the development of the site plan, we looked at all the public resources to address each component at the local/state/federal levels. This includes but is not limited to:

- **Local-CRA/TIF**
- **Fire District**
- **State-Sadowski(SAIL, SHIP funding)**
- **HFA-4% Bonds**
- **Fedral-HOME/CDBG/HUD Section 7/PBV**
- **LIHTC**
- **Leftover ARPA**

Some of this program will require plan changes and re-prioritization. The biggest financing tool we will use is the Tax-Exempt Bonds that come with 4% LIHTC's. These credits will be used as the underpinning of the debt/equity in the project's affordable housing portion.

Partnership Letter

MOUNT OLIVE
MISSIONARY BAPTIST CHURCH

Rev. Kwame D. Alston, Senior Pastor

August 17, 2024
Dr. Andrea Graham, Board Chairman
HORUS Academy, Inc. Tampa, Florida 33619

Dear Dr. Graham,

This letter serves as a letter of intent from Mt. Olive Missionary Baptist Church's HO to partner with HORUS Academy (HA) in its effort to respond to the City of Ft. Pierce/St. Lucie County's RFP 24-044 Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project). As you are aware, we are a longstanding community player in the Moore's Creek Community. We have served the spiritual, social/human services, housing, cultural and community development needs of the citizens of Ft. Pierce for over 120 years.
In that vein, we were very pleased to hear about your efforts to respond to the local RFP to further address the community development needs in the local neighborhood. We were honored to host your 1st community engagement meeting at our church on May 9, 2024. We are very impressed with the professional development team that you have assembled, including a significant presence of minority professionals and a local engineer. Due to these efforts, we are excited about the possibility of partnering with you in your response to the area RFP.

Your development team has suggested that three (3) parcels owned by HO: Parcel Info:2410-604-0104-000-8, Parcel Info:2410-604-0108-000-2 and Parcel Info:2410-604-0108-000-6 that are inside of the CRA RFP designated area and contiguous with the public area owned parcels. We are interested in partnering with you to address the community development needs of the area. It is our understanding that a significant portion of the property will be used to develop affordable housing. But we understand that due to the diverse needs of the community, and the existing social services already being delivered.

800 Avenue C
Fort Pierce, FL 34950

Exhibit 1

MOUNT OLIVE
MISSIONARY BAPTIST CHURCH

Rev. Kwame D. Alston, Senior Pastor

Rev. Kwame D. Alston, Senior Pastor

These are the terms of the of the intended partnership:

1. All project parcels will be appraised by a 3rd party certified appraiser.
2. After a 3rd party appraisal has been completed, a real estate partnership will be created to maximize the highest and best uses for the parcels in the partnership.
3. HO will participate in the ownership and net revenue of the partnership commensurate with the value of parcels submitted in the RFP as a part of the total valuation of the total of the parcels in the RFP prior to any new improvements.
4. If HO property is improved, HO will maintain access to the number of parking spaces currently available throughout the partnership period during HO sponsored events.
5. HO will not serve as a guarantor to any indebtedness as required for financing of the RFP proposed development
6. HO will authorize HO's property to serve as security for the improvements up to the value of our property.
7. HO will have a vote on any board or governing entity of the governance of the project commensurate with the valuation above.
8. HO will be indemnified though any required insurances purchased on behalf of the partnership.
9. HO will not incur any of the costs of the submission of the RFP, any presentation or securing any future financing.
10. HO attests that the listed project parcels are not subject to any debt as of the date of this LOI.
11. HO will not securitize the three parcels during the proposed development.
12. Any member of HO will have priority in selections of residents for any housing improvements of the property
13. HO will receive quarterly updates on the progress of the Moore's Creek project efforts.
14. HO will provide letters of support for any proposals or requests for financial support of the RFP.

This letter serves as a letter of intent to partner with HA in its RFP 24-044 response. Should HA not be successful in its application being selected, HA and HO agree that the terms listed in this LOI are not binding going forward.

Sincerely,

Rev Kwame D Alston

Rev. Kwame D. Alston, Senior Pastor
Mount Olive Missionary Baptist Church

800 Avenue C

800 Avenue C
Fort Pierce, FL 34950

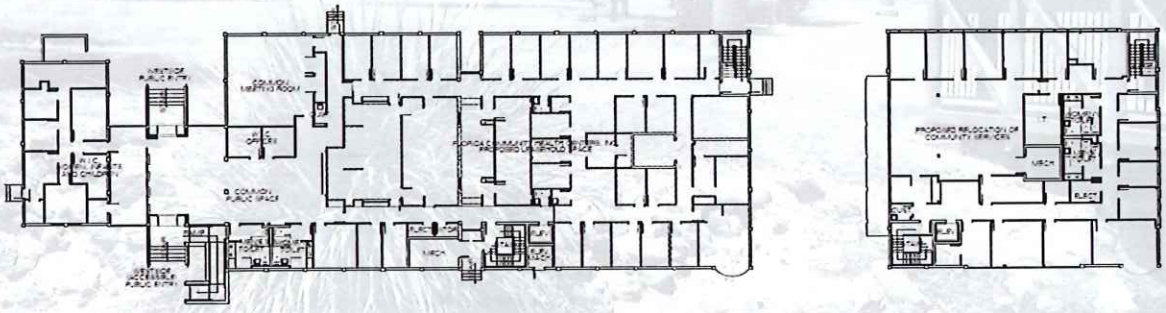
Exhibit 2

Also, we did take a tour of the Community Services Building. We believe this structure is under-utilized in its current configuration. The Community Service Department wants to allocate an additional dozen staff, create a larger breakroom/wellness space, and add a meeting/training area.

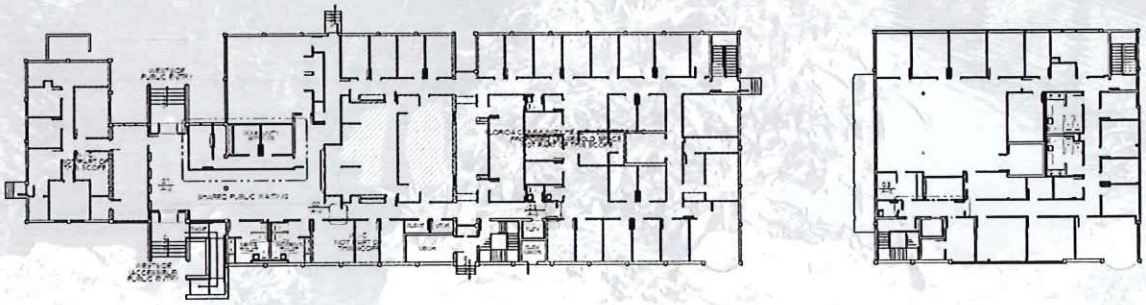
If the goal is to meet the staffing needs inside the building, we believe that there is space to do that with reasonable renovations. Our project partner, Mount Olive, has ample space in its current location to serve as a staff meeting/training area on a bi-weekly/monthly basis for a nominal fee. This will only create a stronger public/community relationship.

All in all, we will be soliciting public funds to develop the public/community portions of the project and private funds to secure the needed equity/debt for the private/non-profit development. Even with that commitment, we will need a state/local public investment of approximately 20% of the project costs to make the project work.

Summarily, HORUS Academy has always believed in PPP-Public/Private/Partnerships. If we are selected as the winning developer, we commit to using the best and the brightest local/regional professionals to deliver a transformative development that will be the new standard for revitalizing the Lincoln Park CRA for decades to come.



EXISTING PLAN



PROPOSED IMPROVEMENTS PLAN

Partnership Letter

MOUNT OLIVE
MISSIONARY BAPTIST CHURCH

Rev. Kwame D. Alston, Senior Pastor

August 17, 2024
Dr. Andrea Graham, Board Chairman
HORUS Academy, Inc. Tampa, Florida 33619

Dear Dr. Graham,

This letter serves as a letter of Intent from Mt. Olive Missionary Baptist Church's-MO to partner with HORUS Academy (HA) in its effort to respond to the City of Ft. Pierce/St. Lucie County's RFP 24-044 Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project). As you are aware, we are a longstanding community player in the Moore's Creek Community. We have served the spiritual, social/human services, housing, cultural and community development needs of the citizens of Ft. Pierce for over 120 years.
In that vein, we were very pleased to hear about your efforts to respond to the local RFP to further address the community development needs in the local neighborhood. We were honored to host your 1st community engagement meeting at our church on May 9, 2024. We are very impressed with the professional development team that you have assembled, including a significant presence of minority professionals and a local engineer. Due to these efforts, we are excited about the possibility of partnering with you in your response to the area RFP.

Your development team has suggested that three (3) parcels owned by MO: Parcel Info:2410-604-0104-000-8, Parcel Info:2410-604-0106-000-2 and Parcel Info:2410-604-0108-000-6 that are inside of the CRA RFP designated area and contiguous with the public area owned parcels. We are interested in partnering with you to address the community development needs of the area. It is our understanding that a significant portion of the property will be used to develop affordable housing. But we understand that due to the diverse needs of the community, and the existing social services already being delivered.

800 Avenue C
Fort Pierce, FL 34950

Exhibit 1

Partnership Letter

MOUNT OLIVE
MISSIONARY BAPTIST CHURCH

Rev. Kwame D. Alston, Senior Pastor

These are the terms of the of the intended partnership:

1. All project parcels will be appraised by a 3rd party certified appraiser.
2. After a 3rd party appraisal has been completed, a real estate partnership will be created to maximize the highest and best uses for the parcels in the partnership.
3. MO will participate in the ownership and net revenue of the partnership commensurate with the value of parcels submitted in the RFP as a part of the total valuation of the total of the parcels in the RFP prior to any new improvements.
4. If MO property is improved, MO will maintain access to the number of parking spaces currently available throughout the partnership period during MO sponsored events.
5. MO will not serve as a guarantor to any indebtedness as required for financing of the RFP proposed development
6. MO will authorize MO's property to serve as security for the improvements up to the value of our property.
7. MO will have a vote on any board or governing entity of the governance of the project commensurate with the valuation above.
8. MO will be indemnified though any required insurances purchased on behalf of the partnership.
9. MO will not incur any of the costs of the submission of the RFP, any presentation or securing any future financing.
10. MO attests that the listed project parcels are not subject to any debt as of the date of this LOI.
11. MO will not securitize the three parcels during the proposed development.
12. Any member of MO will have priority in selections of residents for any housing improvements of the property
13. MO will receive quarterly updates on the progress of the Moore's Creek project efforts.
14. MO will provide letters of support for any proposals or requests for financial support of the RFP.

This letter serves as a letter of intent to partner with HA in its RFP 24-044 response. Should HA not be successful in its application being selected, HA and MO agree that the terms listed in this LOI are not binding going forward.

Sincerely,

Rev Kwame Alston

Rev. Kwame D. Alston, Senior Pastor
Mount Olive Missionary Baptist Church

800 Avenue C
Fort Pierce, FL 34950

Exhibit 2

Moore's Creek Redevelopment Project Proposal

Project 1 Fire Station - @ bays and Restaurant-3,200 sq. ft., Fallen Fighter/ African American Art

Uses		Sources		
Design/Construction-1	$3,000,000	Fire District-Const 1	$3.000,000	Construction 1-Fire Station Bays
Construction-2	$800,000	Fire District Const 2	$0	Construction 2 Restaurant/Monument/Art
Engineering	$12,500	Land Donation	$159,000	
Architecture	$12,500	City/Cty/FPCRA	$312,800	
Soft Costs	$15,000	Debt	$547,200	
Legal	$20,000			
Land	$159,000			
Total	$4,019,000			

Project 2 Lincoln Park Apartments-120 Senior and Veteran Units + Commercial Space 24 TownHomes

Uses		Sources	
Land Allocation	$825,000	Tax Credit Equity	$19,652,373
Construction-1	$27,660,000	Land Donation	$825,000
Construction-2	$6,580,000	City/Cty/FPCRA/HFA	2,100,000
Engineering	$125,000	SAIL	3,534,877
Architecture	$125,000	PACE/ PLP Loan	$1,080,000
Soft Costs	$150,000	Debt-Lument	$14,800,000.00
Legal/Recording	$200,000		
Financing Costs	$100,000		
Bonding	$$350,000		
Contingency Fund	$750,000		
Sub-Total	$36,515,000		
Developer Fee-15%	$5,477,250.00		
Total	$41,992,250.00		

Equity Calculation	
Basis	$42,394,750.00
QCT -30% Bonus	$55,113,175.00
Annual LIHTC-4%	$2,204,527.00
10-years	$22,045,270.00
$.90 Purchase Price	$19,840,743.00

Income		Expenses-$5,500/unit	
80-1BR	$1,056,000	80-1BR	$440,000
52-2BR	$831,792	56-2BR	308000
12-3BR	$222,768	8-3BR	44000
Total	$2,110,560		$792,000
7% Vacancy	$1,962,820.80		
) VASH/PBV/Section 8			
	NOI		$1,170,820.80
Amount	$14,850,000		
Period	40		
Rate	6.15%		
D/S	($1,005,671.66)		
D/S Coverage Ratio	-1.164217753		

Public Spaces Improvements	
Public Restrooms	$100,000
AmphiTheatre	$500,000
Stage/Sound Support	$250,000
Seating Areas-15	$30,000
T	
Total	$880,000
All Funded by FPCRA	

TAB 7

FINANCIAL CAPACITY

Prior to execution of any agreement, the chosen applicant shall provide the Parties with copies of any relevant financial documents to ensure performance of the project, which may include, but is not limited to:

- Properly recorded surety bonds
- Letters of credit
- Parent-company guarantees. Lender guarantees
- Lender guarantees
- Equity partner guarantees

WALLACE WELCH & WILLINGHAM
INSURANCE & RISK MANAGEMENT SINCE 1925

August 20, 2024

St. Lucie County, a political subdivision of the State of Florida
2300 Virginia Avenue
Fort Pierce, FL 34982

Re: **Horus Construction Services, Inc.**
Project: RFP No. 24-044 Moore's Creek Redevelopment Project
(a.k.a. Avenue D Model Block Project)

Contract Administrator,

We are currently the bond and insurance agent for Jonathan Graham and Horus Construction Services, Inc. and have known the principals for over sixteen years. We have always found them to be of the highest integrity and extremely capable in their field of the construction industry.

We have never had a complaint from any owner, subcontractor, or supplier on any of the projects we've provided the bonds on in the range of $48,450-$19,365,700.

They have a bond program with FCCI Insurance Company of single projects up to $50,000,000 with an aggregate of $50,000,000. The bond rate is 2.5%. FCCI is AM Best Rated A X and holds a Federal Treasury Limit and is licensed in Florida.

We consider Horus Construction Services, Inc. a valued client and we are pleased to be able to handle their bond needs. I am the point of contact and if I can be of any further assistance, please feel free to contact me @ 727-522-7777.

Thanks for your time.

Sincerely,

Douglas R. Moore, CIC, AFSB
Bond Manager

300 First Avenue South, Fifth Floor, St. Petersburg, Florida 33701
Phone: 727.522.7777 • Toll Free: 800.783.5085 • Fax: 727.521.2902
W3ins.com

LUMENT

August 19, 2024

Mr. Edward Jennings
Horus Academy
3840 North 50th Street
Tampa, FL 33619

Re: Construction and Permanent Loan Financing (the "Loan") for Moore's Creek Apartments (the "Project"), a 144 unit new construction multifamily housing project located in Fort Pierce, FL.

Dear Mr. Jennings:

Lument Real Estate Capital, LLC, a Delaware limited liability company ("Lender") is pleased to provide you with this letter of interest to provide construction and permanent financing through FHA's 221(d)(4) program on the above-referenced project.

The proposed terms shown below are based off of Lender's review and underwriting of representations and information provided by you with regard to estimates of project costs, project income and expense figures, the limited market area data currently available to us, and the interest rate environment prevailing as of this date:

Construction & Permanent Loan Financing

Lender:	Lument Real Estate Capital, LLC
Borrower:	A TBD Single Asset Entity
Loan Amount:	$14,800,000 (estimated)
Loan Term:	24 Month Construction Period; up to forty (40) years or 480 Month Permanent Period following construction.
Loan Amortization:	Interest only during Construction Period; Interest and Principal during Permanent Period
Interest Rate:	Fixed interest rate currently estimated at 5.90% (subject to market movement)
Mortgage Insurance Premium ("MIP")	0.25% MIP

LUMENT.COM
Lument is a subsidiary of ORIX Corporation USA. Securities, Investment Banking and Advisory Services provided through Lument Securities, LLC, Member FINRA/SIPC.
Investment advisory services are provided by Lument Investment Management, LLC, registered as an Investment adviser with the U.S. Securities and Exchange Commission.

Debt Service Coverage:	1.15x Minimum Allowable
Loan to Cost:	90% Maximum Allowable
Financing Fee:	1.00% of the loan amount
Reserves:	1. Construction contingency 2. Initial Operating Deficit – 3% of loan amount; 3. Working Capital – 2% of loan amount 4. Replacement Reserves – calculated to comply with HUD/CNA requirements. 5. Ancillary – Tax & Insurance & MIP reserve
Security:	A first mortgage lien on the property and the Project; a first assignment of rents and leases on the property or the Project; a senior security interest in Borrower's furnishings, fixtures, and equipment and Borrower's other tangible and intangible personal property acquired from, used in connection with or arising from the development, construction, use or operating of the property or the Project; an assignment of all construction contracts and contracts for other professional services engaged in or for the project; an assignment to Lender of any distribution rights of the Borrower and the General Partner(s) by way of their respective general partnership interests in the property and the Project.
Prepayment:	Mortgages are typically subject to a two (2) year lockout with an 8% prepayment premium in year 3 declining 1% annually thereafter. Alternative structures available.

Standard Conditions:

The Borrower shall pay all costs incident to the processing and closing of the permanent financing including (without limitation) title insurance premiums, recording and settlement costs, costs of survey, hazard insurance premiums, and payment of any amounts due to deliver interest rate, and the fees and expenses of environmental, engineering, architectural, accounting, legal, and other professionals providing services to the Borrower. The Borrower shall pay such costs regardless of whether or not the permanent financing is closed and funded.

Prior to a loan closing, Borrower and/or Guarantors will be required to comply with and meet Lender's standard pre-closing conditions. Said pre-closing conditions would be contained in a final Lender Commitment letter issued to Borrower at a future date, and would include, but not be limited to, Lender's review and acceptance of items including the final underwriting, conditions

August 20, 2024

St. Lucie County, a political subdivision of the State of Florida

2300 Virginia Avenue

Fort Pierce, FL 34982

To whom it may concern,

Subject: Credit Reference for HORUS

We are pleased to provide this credit reference for **HORUS** who have been a valued customer of Gator Gypsum since **January 2001.** During this time, they have maintained an account with us for the purchase of **construction supplies.**

HORUS has consistently met their financial obligations in a timely manner. Their current credit limit with us is **$5,000,000,000** and they typically settle their invoices within **25** days of the date of invoice, in accordance with the agreed payment terms.

To date, we have not experienced any issues with late payments or outstanding balances, and we consider **HORUS** to be a reliable and creditworthy customer.

Should you require any further information, please do not hesitate to contact me directly at 813-918-4576.

Thank you for your attention to this matter.

Sincerely,

Mike Dexter

Mike Dexter
Regional Director
Gator Gypsum
813-918-4576

3904 E Adamo Dr, Tampa, FL 33605

Solar and Energy Loan Fund
The Horus Academy – Lincoln Park Apartments (Moore's Creek)
Letter of Interest

August 21, 2024

Dr. Lena Graham-Morris, CEO
The Horus Academy
3840 N 50th Street
Tampa, FL 33619

SUBJECT: Letter of Interest – Solar financing for the Moore's Creek Development, Ft. Pierce, FL

Dear Dr. Graham-Morris:

The purpose of this letter is to express Solar and Energy Loan Fund's (SELF's) interest in providing 'Solar PV and Battery Storage' financing in the amount of approximately $1.0 million for the property to be known as 'Lincoln Park Apartments' located in Ft. Pierce, FL. Our understanding of this project is that the Developer will use tax credit financing to create 120 apartments, and 24 townhomes targeted to Seniors and Veterans, affordable at the 40-60% area median income (AMI). SELF may assist with the financing either through its role as the administrator of the PACE program for St. Lucie County, or directly as a lender.

Closing this financing is contingent on, without limitation, SELF's successful underwriting of the project, borrower's track record and financial capabilities, approval by the SELF's Credit Committee, as well as any closing conditions. We look forward to working with you on this exciting impactful project!

Sincerely,

Brandon Cook (BrandonC@Solarenergyloanfund.org)

Sr. Community Development Officer

Solar and Energy Loan Fund (SELF)

TAB 8

ATTACHMENTS

Respondents mustinclude the following:

- Insurance Certificate reflecting all required coverages.
- RFP Affidavit (Complete and submit)
- RFP Affidavit of Solvency (Complete and Submit)
- Drug-Free Workplace Form (Complete and Submit)
- Conflict of Interest Disclosure Form (Complete and Submit)
- Claims/Liens/Litigation History (Complete and Submit)
- Equal Opportunity Report Statement (Complete and Submit)
- Certification RegardingDebarment, Suspension, Ineligibility, and Voluntary Exclusion – Primary Covered Transactions (Complete and Submit)
- Certification Regarding Lobbying (Complete and Submit)
- Non-Collusion Certification (Complete and Submit)
- Acknowledged all Addenda.

HORUS ACADEMY

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

OPTIONAL PROPOSAL CHECKLIST

SECTION	ATTACHMENT NAME	CHECK BOX	ST. LUCIE COUNTY USE
1	Proposal Cover Page & Cover Letter		
2	Company and Staff Qualifications		
	Attachment E - Claims/Liens/Litigation History		
3	Pricing		
4	Past Performance/Related Experience		
5	Approach and Methodology		
6	Socioeconomic Business Enterprise		
7	Administrative Information (include the following):		
8	Attachment A - RFP Affidavit	x	
	Attachment B - RFP Affidavit of Solvency	x	
	Attachment C - Drug Free Workplace Form	x	
	Attachment D - Conflict of Interest Disclosure Form	x	
	Attachment E – Claims/liens/Litigation History	x	
	Attachment F – Equal Opportunity Report Statement	x	
	Attachment G - Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion – Primary Covered Transactions	x	
	Attachment H – Byrd Anti-Lobbying Compliance	x	
	Attachment I - Non-Collusion Certification	x	
	Attachment J - E-Verify Affidavit	x	
	Attachment K - Proof of Insurance with Limits	x	
	Acknowledged Addenda	x	

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 3/28/2024

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
Wallace Welch & Willingham, Inc.
300 1st Ave S, 5th Floor
Saint Petersburg FL 33701

CONTACT NAME:
PHONE (A/C, No, Ext): 727-522-7777 FAX (A/C, No): 727-521-2902
E-MAIL ADDRESS: certificates@w3ins.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Amerisure Ins. Co.	19488
INSURER B: Amerisure Mutual Ins. Co.	23396
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

INSURED HORUCON-01
Horus Construction Services Inc
3840 N 50th Street
Tampa FL 33619

COVERAGES CERTIFICATE NUMBER: 953599044 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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			GL21165990301	2/1/2024	2/1/2025	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT X LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			CA21165950301	2/1/2024	2/1/2025	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
							PIP	$ 10,000
B	X UMBRELLA LIAB X OCCUR			CU21165970302	2/1/2024	2/1/2025	EACH OCCURRENCE	$ 10,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$ 10,000,000
	DED X RETENTION $ 0							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WC21165980302	2/1/2024	2/1/2025	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N N	N/A					E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							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)

Horus Academy Inc

CERTIFICATE HOLDER

St. Lucie County
2300 Virgina Avenue
Fort Pierce, FL 34982

CANCELLATION

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

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Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT A

AFFIDAVIT

TO: ST. LUCIE COUNTY BOARD OF COUNTY COMMISSIONERS FORT PIERCE, FLORIDA

At the time the Proposals are submitted, the Respondent shall attach to his RFP this sworn statement.

The sworn statement shall be an affidavit in the following form, executed by an officer of the Proposer, association or corporation submitting the Request for Proposal and shall be sworn to before a person who is authorized by law to administer oaths.

Before me, the undersigned authority, personally appeared DR.LENA GRAHAM-MORRIS who, being duly sworn, deposes and says he is (Title)of CHAIR (Proposer)the HORUS ACADEMY respondent submitting the attached Request for Proposal for the services covered by the RFP documents for **Request for Proposals No. 24-044 Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)**
The affiant further states that no more than one Request for Proposal for the above referenced project will be submitted from the individual, his Proposer or corporation under the same or different name and that such respondent has no financial interest in the Proposer of another respondent for the same work, that neither he, his Proposer, association nor corporation directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this Proposer's RFP on the above described project. Furthermore, neither the Proposer nor any of its officers are debarred from participating in public contract lettings in any other state.

HORUS ACADEMY
(Respondent Proposer)

(Signature – Authorized Representative)

CHAIR
(Title)

STATE OF Florida)

COUNTY OF Hillsborough

Subscribed and sworn to before me this 15th day of August, 2024, by Lena Graham-Morris who personally appeared before me at the time of notarization, and who is personally known to me or who has produced _____ as identification.

Notary Public

My commission expires: 07/26/27

ANGELA WILLIAMS
Commission # HH 379271
Expires July 26, 2027

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)
ATTACHMENT B

AFFIDAVIT OF SOLVENCY

PERTAINING TO THE SOLVENCY OF {*Respondent*} HORUS ACADEMY, being of lawful age and being duly sworn I, {*Affiant*} DR. LENA GRAHAM- MORRIS, as {*Position/Title*} CHAIR *(ex. CEO, officer, president, duly authorized representative, etc.)* hereby certify under penalty of perjury that:

1. I have reviewed and am familiar with the financial status of above stated entity.

2. The above stated entity possesses adequate capital in relation to its business operations or any contemplated or undertaken transaction to timely pay its debts and liabilities (including, but not limited to, unliquidated liabilities, un-matured liabilities and contingent liabilities) as they become absolute and due.

3. The above stated entity has not, nor intends to, incur any debts and/or liabilities beyond its ability to timely pay such debts and/or liabilities as they become due.

4. I fully understand failure to make truthful disclosure of any fact or item of information contained herein may result in denial of the application, revocation of the Certificate of Public Necessity if granted and/or other action authorized by law.

The undersigned has executed this Affidavit of Solvency, in his/her capacity as a duly authorized representative of the above stated entity, and not individually, as of this 15th day of August, ~~2021~~. 2024

Dr. Lena Gr
Signature of Affiant

STATE OF Florida)

COUNTY OF Hillsborough

Subscribed and sworn to before me this 15th day of August, ~~2021~~ 2024, by Lena Graham-Morris who personally appeared before me at the time of notarization, and who is personally known to me or who has produced _____ as identification.

Notary Public

My commission expires:
07/26/27

ANGELA WILLIAMS
Commission # HH 379271
Expires July 26, 2027

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT C

St. Lucie County Board of County Commissioners Drug-Free Workplace Form

The undersigned Proposer, in accordance with Florida Statute 287.087 hereby certifies that

HORUS ACADEMY does:
Name of Proposer

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 danger of drug abuse in the workplace, the business' policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the contractual services that are described in St. Lucie County's Request for Proposal to provide ARP Compliance and Oversite Services, a copy of the statement specified in paragraph 1.

4. In the statement specified in paragraph 1, notify the employees that, as a condition of working on the contractual services described in paragraph 3, 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 Florida Statute 893, as amended, or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than three (3) days after such conviction or plea.

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. Consistent with applicable provisions with State or Federal law, rule, or regulation, make a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1 through 5.

As the person authorized to sign this statement, I certify that this Proposer complies fully with the above requirements.

Dr. Lem
Signature

8/15/2024
Date

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT D

Conflict of Interest Disclosure Form

Project (RFP) Number/Description: Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

The term "conflict of interest" refers to situations in which financial or other considerations may adversely affect or have the appearance of adversely affecting a Proposer's professional judgment in completing work for the benefit of St. Lucie County ("County"). The bias such conflicts could conceivably impart may inappropriately affect the goals, processes, methods of analysis or outcomes desired by the County.

Proposers are expected to safeguard their ability to make objective, fair, and impartial decisions when performing work for the benefit of the County. Proposers, therefore, must avoid situations in which financial or other considerations may adversely affect, or have the appearance of adversely affecting the Proposer's professional judgement when completing work for the benefit of the County.

The mere appearance of a conflict may be as serious and potentially damaging as an actual distortion of goals, processes, and methods of analysis or outcomes. Reports of conflicts based upon appearances can undermine public trust in ways that may not be adequately restored even when the mitigating facts of a situation are brought to light. Apparent conflicts, therefore, should be disclosed and evaluated with the same vigor as actual conflicts.

It is expressly understood that failure to disclose conflicts of interest as described herein may result in immediate disqualification from evaluation or immediate termination from work for the County.

Please check the appropriate statement:

☒ I hereby attest that the undersigned Respondent has no actual or potential conflict of interest due to any other clients, contracts, or property interests for completing work on the above referenced project.

☐ The undersigned Respondent, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interests for completing work on the above referenced project.

Legal Name of Respondent: HORUS ACADEMY

Authorized Representative(s):

Signature	DR LENA GRAHAM-MORRIS/CHAIR Print Name/Title
Signature	Print Name/Title

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT E

CLAIMS/LIENS/LITIGATION HISTORY

Respondents must provide accurate and factual information related to the questions provided below. Failure to appropriately disclose the information requested, including any and all explanations and/or details related to the answers provided may result in a Respondent being removed from further consideration under this RFP. Respondents may attach additional pages and/or documents as necessary to provide information as required.

1. Within the past 7 years, has your organization filed suit or a formal claim against an owner or entity, or been sued by or had a formal claim filed by an owner, subconsultant or supplier resulting from a contract dispute? Yes _____ No_ _____If yes, please attach additional sheet(s) to include:
   Description o f every action.
   Captions o f the Litigation or Arbitration;
   Amount at issue:
   Name (s) of the attorneys representing all parties:
   Amount actually recovered, if any:
   Name(s) of the project owner(s)/manager(s) to include address and phone number:

2. List all pending litigation and or arbitration. N/A

3. List and explain all litigation and arbitration within the past seven (7) years - pending, resolved, dismissed, etc. N/A

4. Within the past 7 years, please list all Liens, including Federal, State and Local, which have been filed against your Company. List in detail the type of Lien, date, amount and current status of each Lien.

   N/A

5. Have you ever abandoned a contract, been terminated for cause?
   Yes_____No_____if yes, please explain in detail:

6. For all claims filed against your company within the past five-(5) years, have all been resolved satisfactorily with final judgment in favor of your company within 90 days of the date the judgment became final? Yes _____ No_____if no, please explain why?

7. List the status of all pending claims currently filed against your company:

N/A

Financial Consequences

1. Has an owner or entity ever withheld payment, assessed fees or penalties, or made a claim against any Performance and Payment Bonds? Yes_____No_____If yes, please explain each instance in detail: _____

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ATTACHMENT F

EQUAL OPPORTUNITY REPORT STATEMENT

The Respondent (Proposer) shall complete the following statement by signing this form where indicated. Failure to complete this form may be grounds for rejection of bid:

The awarded Proposer shall comply with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987 and the Florida Civil Rights Act of 1992, as amended) prohibiting employment discrimination and shall comply with the regulations and guidelines promulgated pursuant to this Act by the Secretary of the Interior and the Heritage Conservation and Recreation Service.

During the performance of this contract, the awarded Proposer, for itself, its assignees, and successors in interest (hereinafter referred to as the "Proposer") agrees as follows:

(1) The Proposer will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Proposer will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Proposer agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

(2) The Proposer will, in all solicitations or advertisements for employees placed by or on behalf of the Proposer, state that all qualified applicants will receive considerations for employment without regard to race, color, religion, sex, or national origin.

(3) The Proposer will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Proposer's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(4) The Proposer will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(5) The Proposer will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(6) In the event of the Proposer's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the Proposer may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with

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Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT G

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Primary Covered Transactions

The Respondent certifies that, the Proposer or any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of federal funds:

1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR s29.110(a), by any federal department or agency;

2. have not within a three-year period preceding this certification been convicted of or had a civil judgment rendered against it for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property

3. are not presently indicted for or otherwise criminally or civilly charged by a federal, state, or local governmental entity with commission of any of the offenses enumerated in paragraph (b) of this certification; and

4. have not within a three-year period preceding this certification had one or more federal, state, or local government public transactions terminated for cause or default.

The Respondent certifies that it shall perform a debarment verification on any sub-consultant, sub-consultant, material supplier or vendor, that it proposes to contract with to perform any work under this RFP and shall not enter into any transaction with any sub-Consultant, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this project by any federal agency unless authorized by St. Lucie County.

Handwritten Signature of Authorized Principal(s):

NAME (print): DR. LENA GRAHAM-MORRIS

SIGNATURE: _____

TITLE: CHAIR

NAME OF PROPOSER: HORUS ACADEMY

DATE: AUGUST 13, 2024

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT I

NON-COLLUSION CERTIFICATION

St. Lucie County requires, as a matter of policy, that any Proposer receiving a contract or award resulting from this Request for Proposal issued by St. Lucie County shall make certification as below. Receipt of such certification, under oath, shall be a prerequisite to the award of contract and payment thereof.

I (we) hereby certify that if the contract is awarded to me, our Proposer, partnership or corporation, that no members of the elected governing body of St. Lucie County nor any professional management, administrative official or employee of the County, nor members of his or her immediate family including spouse, parents or children, nor any person representing or purporting to represent any member or members of the elected governing body or other official, has solicited, has received or has been promised, directly or indirectly, any financial benefit including but not limited to a fee, commission, finder's fee, political contribution, goods or services in return for favorable review of any Proposals submitted in response to the Request for Proposal or in return for execution of a contract for performance or provision of services for which proposals are herein sought.

Handwritten Signature of Authorized Principal(s):

NAME (print): DR. LENA GRAHAM- MORRIS

SIGNATURE: Dr. G

TITLE: CHAIR

DATE: AUGUST 13, 2024

NAME OF PROPOSER/PARTNERSHIP/CORPORATION: HORUS ACADEMY

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

ATTACHMENT H

BYRD ANTI-LOBBYING COMPLIANCE AND CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements (To be submitted with each bid or offer exceeding $100,000). The undersigned [Proposer] certifies, to the best of his or her knowledge, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or Current as of 9-26-16 11 cooperative agreement, the undersigned shall complete and submit Standard Form LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The Proposer, HORUS ACADEMEY, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Proposer understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

Handwritten Signature of Authorized Principal(s):

NAME (print): DR. LENA GRAHAM-MORRIS

SIGNATURE: Dr. Lena

TITLE: CHAIR

NAME OF PROPOSER: HORUS ACADEMY

DATE: AUGUST 13, 2024

Request for Proposals No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)
ATTACHMENT J
E-VERIFY AFFIDAVIT

STATE OF Florida
COUNTY OF Hillsborough

I, DR. LENA GRAHAM-MORRIS (hereinafter "Affiant"), being duly authorized by and on behalf of HORUS ACADEMY (hereinafter "Proposer") hereby swears or affirms as follows:

1. Proposer understands that E-Verify, authorized by Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), is a web-based system provided by the United States Department of Homeland Security, through which employers electronically confirm the employment eligibility of their employees.

2. For the duration of Contract No._____(hereinafter "Agreement"), in accordance with section 448.095, F.S., Proposer 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 Proposer and shall expressly require any subcontractors performing work or providing services pursuant to the Agreement 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.

3. Proposer shall comply with all applicable provisions of section 448.095, F.S., and will incorporate in all subcontracts the obligation to comply with section 448.095, F.S.

4. Proposer understands and agrees that its failure to comply with all applicable provisions of section 448.095, F.S. or its failure to ensure that all employees and subcontractors performing work under the Agreement are legally authorized to work in the United States and the State of Florida constitute a breach of the Agreement for which St. Lucie County may immediately terminate the Agreement without notice and without penalty. The Proposer further understands and agrees that in the event of such termination, Proposer shall be liable to the St. Lucie County for any costs incurred by the St. Lucie County resulting from Proposer's breach.

DATED this 15th day of August, 2024.

Signature of Affiant

DR. LENA GRAHAM-MORRIS CHAIR
Printed Name & Title of Affiant

HORUS ACADEMY
Full Legal Name of Proposer

Sworn to (or affirmed) and subscribed before me by means of ☑ physical presence or ☐ online notarization, this 15 day of August, 2024, by (*insert name and title of Affiant*), who is personally known to me or has produced_____as identification.

Notary Public
My Commission Expires: 07/26/27

ANGELA WILLIAMS
Commission # HH 379271
Expires July 26, 2027

procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(7) The Proposer will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each sub-consultant or vendor. The Proposer will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, That in the event a Proposer becomes involved in, or is threatened with, litigation with a sub-Consultant or vendor as a result of such direction by the administering agency the Proposer may request the United States to enter into such litigation to protect the interests of the United States.

Handwritten Signature of Authorized Principal(s):

NAME (print): DR. LENA GRAHAM-MORRIS

SIGNATURE: _____

TITLE: CHAIR

NAME OF PROPOSER: HORUS ACADEMY

DATE: AUGUST 13, 2024

TAB 9

Addendums

BOARD OF COUNTY COMMISSIONERS

ST. LUCIE COUNTY FLORIDA

PURCHASING DEPARTMENT

ADDENDUM No. 1

RFP No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

May 9, 2024

To: All Prospective Bidders:

The following changes, additions, clarifications, and deletions amend the Bid Documents of the above captioned Project and shall become an integral part of the Contract Documents. Please note the contents herein and affix same to the documents you have on hand. Indicate on the Bid Form that this Addendum has been received.

Change:

The due date for RFP No. 24-044 has been changed to:

Wednesday, August 21, 2024, at 3:00 p.m.

Please sign and return by e-mail to ciminod@stlucieco.org.

Name of Firm: HORUS ACADEMY

Signature: [illegible]

Date: August 15 2024

BOARD OF COUNTY COMMISSIONERS

ST. LUCIE COUNTY FLORIDA

PURCHASING DEPARTMENT

ADDENDUM No. 2

RFP No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

June 6, 2024

To: All Prospective Bidders:

The following changes, additions, clarifications, and deletions amend the Bid Documents of the above captioned Project and shall become an integral part of the Contract Documents. Please note the contents herein and affix same to the documents you have on hand. Indicate on the Bid Form that this Addendum has been received.

Change:
A Future Land Use (FLU) change is being initiated to change the FLU of the properties identified in the RFP to General Commercial. The General Commercial Land Use promotes mixed use and may permit certain development at a higher density under the LIVE LOCAL ACT. The LIVE LOCAL ACT allows development proposals for residential and mixed-use projects to be considered administratively by the City. Note that the proposed FLU change is contingent upon approval from local and state agencies."

Please sign and include in RFP proposal.

Name of Firm: HORUS ACADEMY

Signature: [illegible]

Date: August 15 2024

BOARD OF COUNTY COMMISSIONERS

ST. LUCIE COUNTY FLORIDA

PURCHASING DEPARTMENT

ADDENDUM No. 3

RFP No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

June 27, 2024

To: All Prospective Bidders:

The following changes, additions, clarifications, and deletions amend the Bid Documents of the above captioned Project and shall become an integral part of the Contract Documents. Please note the contents herein and affix same to the documents you have on hand. Indicate on the Bid Form that this Addendum has been received.

ATTACHMENT:

Questions/Answers

Please sign and include in RFP proposal.

Name of Firm: HORUS ACADEMY

Signature: [illegible]

Date: August 15 2024

BOARD OF COUNTY COMMISSIONERS

PURCHASING DEPARTMENT

ADDENDUM No. 4

RFP No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

August 1, 2024

To: All Prospective Bidders:

The following changes, additions, clarifications, and deletions amend the Bid Documents of the above captioned Project and shall become an integral part of the Contract Documents. Please note the contents herein and affix same to the documents you have on hand. Indicate on the Bid Form that this Addendum has been received.

ATTACHMENT:

Questions/Answers

Please sign and include in RFP proposal.

Name of Firm: HORUS ACADEMY

Signature: _____

Date: August 15 2024

BOARD OF COUNTY COMMISSIONERS

PURCHASING DEPARTMENT

ADDENDUM No. 5

RFP No. 24-044
Moore's Creek Redevelopment Project (a.k.a. Avenue D Model Block Project)

August 12, 2024

To: All Prospective Bidders:

The following changes, additions, clarifications, and deletions amend the Bid Documents of the above captioned Project and shall become an integral part of the Contract Documents. Please note the contents herein and affix same to the documents you have on hand. Indicate on the Bid Form that this Addendum has been received.

ATTACHMENT:

Floor Plan for existing building. (Please note that the Veterans Services offices as they currently operate are not reflected on the attached floor plan, but are located in the area labeled "Common Meeting Room".)

Please sign and include in RFP proposal.

Name of Firm: HORUS ACADEMY

Signature: _____

Date: August 15 2024