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## QUALIFICATIONS & EXPERIENCE: PROJECT MANAGEMENT

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NEW YORK • MIAMI • ROME



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# OVERVIEW

## TAB 1



# INTRODUCTION

## TAB 1.1



## ■ DBI

DBI is a multidisciplinary development and project management firm with extensive experience in a wide variety of real estate transactions. Since our inception in 2002, we have worked with not-for-profit, private, city, and institutional organizations to complete a broad range of projects, including commercial, retail, infrastructure, education, and residential projects. DBI has built a global presence with its recently completed projects in Rome, Italy and Paris, France. In addition, DBI served as project consultants on numerous projects throughout the United States and the UK.

Over the past 8 years DBI completed more than \$800 million worth of active construction projects.

DBI is headquartered in New York City with satellite offices in Miami, Florida and Rome, Italy.

## ■ OUR TEAM

DBI's team includes 28 dedicated professionals with backgrounds in real estate development and investment, project finance, architecture, engineering, project and construction management, scheduling, business administration, and insurance.

We capitalize on our management and oversight capabilities to ensure that our projects are delivered on time and on budget to maximize the returns for our investors and meet our partners' strategic goals.

DBI has in-house project management and construction oversight capabilities. Our different departments provide planning, financial analysis, estimating, scheduling, and project management services.

DBI's reputation for delivering projects on time and on budget is based on our ability to create synergy between owners, architects, and contractors. Our professionals provide comprehensive oversight at every stage of a project, from pre-construction to close-out.



# RESUMES

## TAB 1.2



## **DAVID E. BELT, Managing Principal**

David Belt is the Managing Principal of DBI. He has extensive experience with development, construction project management, change-order negotiations, cost estimating, and scheduling. Mr. Belt has been retained as a consultant by many law firms, institutional owners, and insurance companies on issues regarding construction oversight, schedule impact analysis, construction project management, and CPM scheduling.

Mr. Belt has developed over \$500 million of private and institutional projects and is serving as Executive Program Manager for an institutional construction program for a university in New York. Mr. Belt is also consulting on a wide range of projects including 3 large casino hotels in the Southern United States, a conversion project in Rome, Italy, an amusement park in Louisiana, a commercial shopping mall portfolio in New Orleans, and a 1.5 million SF mixed-use development in Florida.

Mr. Belt has successfully completed consulting assignments involving the Manhattan Bridge, the Brooklyn Federal Courthouse, a claim on USA's largest airport runway in Denver, and \$80 million residential project in Chicago, and multiple condominium development projects in New York City. Mr. Belt has also served as expert, arbitrator, and mediator in numerous litigation matters involving construction costs, project management, scheduling, and insurance issues.

### **PROFESSIONAL AFFILIATIONS**

American Society of Professional Estimators  
The Chartered Institute of Arbitrators (UK)  
The Association for the Advancement of Cost Engineering  
The Property Loss Research Bureau – (serves as presenter / instructor)  
Society of American Value Engineers  
The Construction Specification Institute  
Project Management Institute  
Primavera Users Group



## **OFER OHAD, Principal**

Ofer Ohad is Principal of DBI and Director of its Construction and Development division. Mr. Ohad oversees acquisitions, investments, and development activities for DBI. He is responsible for the management of numerous construction and real estate development projects.

Mr. Ohad has eighteen years of practice in construction management, project advisory, and real estate development, as well as claims consulting involving builder's risk and other construction related losses.

Mr. Ohad has worked on a diverse range of projects, including residential, commercial, educational, and non-profit projects. Mr. Ohad specializes in executing multifaceted projects that involve challenging zoning and municipal issues, as well as complex financial structures.

Mr. Ohad has worked on projects throughout the United States as well as internationally. Mr. Ohad has completed a \$500 million capital improvement project for a prominent educational institution with campuses throughout the New York City metropolitan area. Additionally, Mr. Ohad has managed the development and construction of privately owned dormitory projects, as well as the construction of college campuses in Rome and Paris, and a medical facility in Israel.

*Columbia University, M.S.c. R.E.D.*

*Technion-Israel, B. Arch. Architecture and Urban Planning*



## **ANDREW S. ALEXANDER, Chief Financial Officer**

Andrew S. Alexander is Chief Financial Officer of DBI and has been with the company since 2006. He has extensive experience in complex real estate transactions, locally, regionally, and nationally.

Prior to joining DBI, Mr. Alexander worked for ten years at Turner Construction Company, Inc. where he held the positions of Treasurer as well as Director of Real Estate Operations for its two wholly-owned real estate subsidiaries. Upon leaving Turner, Mr. Alexander provided financial consulting services for existing companies as well as structuring funding for start-up entities.

Mr. Alexander's representative transactions include obtaining a \$40 million credit facility with a consortium of five member banks and establishing favorable hedging techniques on held real estate loans through interest rate swap agreements.

*Drake University, BSBA in Finance and Accounting*



## **JAMES NEU, Senior Project Manager**

James Neu is a Senior Project Manager in the Construction and Development division of DBI. Mr. Neu has over nine years of experience in construction management, project advisory, and real estate development; he has completed a wide range of projects, including corporate, education, non-profit, residential, and commercial projects and has worked with private, city, not-for-profit and institutional organizations.

Mr. Neu has completed projects around the United States, including New York City, Boston, Miami, and Vermont. Mr. Neu's most recent experience includes the completion of Converse's flagship retail store in SoHo, the fit-out of a landmark building in NYC's renowned commercial corridor for a leading culinary center, the ground-up construction of an internationally renowned artist's studio in New York City, as well as multiple construction projects for one of DBI's leading clients, the Robin Hood Foundation. Additionally, Mr. Neu managed the implementation of the acclaimed Macro Sea Dumpster Pools. Prior to joining DBI, Mr. Neu worked in Boston as a Construction Manager.

Mr. Neu serves as a Board Member of a leading NYC not-for-profit group.

*State University of New York at Albany, B.S.*

*Massachusetts States Builders License, OSHA 30-hour and LEED certified*



# EXPERIENCE

## TAB 2



# EDUCATION

## TAB 2.1



## EDUCATION

PROJECT NAME: STUDENT HOUSING

DESCRIPTION: OFF CAMPUS STUDENT HOUSING

LOCATION: Queens, NY

COST: \$55,000,000

OWNER: Private

DETAILS: Development and construction of new dormitory building for 480 students. The project is a 7 story building and includes 66 apartments, as well as a below grade parking garage.





## EDUCATION

PROJECT NAME: DA SILVA HALL  
DESCRIPTION: NEW ACADEMIC FACILITY  
LOCATION: Staten Island, NY  
COST: \$14,600,000  
OWNER: St. John's University  
DETAILS: DBI oversaw the development and construction of this state of the art academic facility located on St. John's University's Staten Island campus.

DBI developed the project budget and scheduling in conjunction with the University and then implemented a budget tracking and payment approval system which included strict quality assurance standards. Overseeing all aspects of construction, DBI directed the efforts of the architects, engineers, construction management, as well as all sub-contractors. The result: this project was completed on budget, fully code compliant and on time despite an extremely rigorous construction schedule





## EDUCATION

PROJECT NAME: ST. JOHN'S UNIVERSITY

DESCRIPTION: TOWNHOUSES

LOCATION: Jamaica, NY

COST: \$40,000,000

OWNER: St. John's University

DETAILS: DBI managed the ground-up construction of St. John's townhouses. The townhouses accommodate both student and priest housing. 60,000 SF, 294 beds, is dedicated to St. John's students, and the priests utilize 12,000 SF.



DESCRIPTION: BELSON PRESS BOX & FIELD

COST: \$10,000,000

DETAILS: DBI managed the construction of St. John's soccer field and 3,500 SF press box.



DESCRIPTION: UNIVERSITY CENTER & ACADEMIC BUILDING

COST: \$75,000,000

DETAILS: DBI is currently acts ad Development Manager of this this multi-use 110,000 SF university center in Queens.





## EDUCATION

PROJECT NAME: ST. JOHN'S UNIVERSITY  
DESCRIPTION: MONTGORIS DINING HALL  
LOCATION: Jamaica, NY  
COST: \$19,000,000  
OWNER: St. John's University  
DETAILS: DBI managed the ground-up construction of this dining hall facility.



DESCRIPTION: Donovan Hall  
COST: \$33,000,000  
DETAILS: DBI managed the ground-up construction of this student dormitory that accommodates 420 beds.



DESCRIPTION: UNION TURNPIKE PARKING  
COST: \$12,000,000  
DETAILS: DBI managed the ground-up construction of this parking garage on St. John's campus.





## EDUCATION

PROJECT NAME: COLLEGIO LEONIANO  
DESCRIPTION: HISTORIC BUILDING RENOVATION  
LOCATION: Rome, Italy  
COST: \$6,000,000  
OWNER: University (American)  
DETAILS: Relocation of Rome campus to a historic building, including renovation of 75,000 SF of new classroom space. Project scheduled for phased completion in Summer 2008 and Winter 2011.





## EDUCATION

PROJECT NAME: PARIS STUDENT HOUSING  
DESCRIPTION: HISTORIC BUILDING RENOVATION  
LOCATION: Paris, France  
COST: \$3,000,000  
OWNER: University (American)  
DETAILS: Opening of Paris campus in a historic Paris building, including renovation of classrooms, amenity spaces, dining facility, and student dorms.





## EDUCATION

PROJECT NAME: ST. JOHN'S UNIVERSITY

DESCRIPTION: WRITING CENTER

LOCATION: Jamaica, NY

COST: \$3,000,000

OWNER: St. John's University

DETAILS: DBI managed the construction and renovation of St. John's student writing center.



DESCRIPTION: LITTLE THEATER

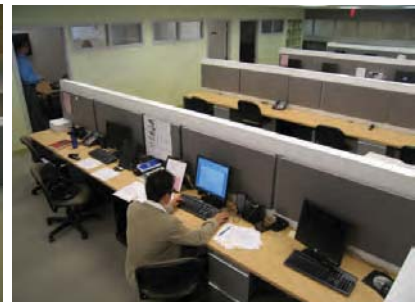
COST: \$2,250,000

DETAILS: DBI managed the renovation of St. John's theater which seats 400 people.

DESCRIPTION: LAW SCHOOL CLINICS

COST: \$1,200,000

DETAILS: DBI managed the 5,500 SF construction of the Law School Clinics, which includes five community outreach programs.





# RELIGIOUS TAB 2.2



## RELIGIOUS

PROJECT NAME: SAINT THOMAS MORE CHURCH

DESCRIPTION: CHURCH AS FOCAL POINT OF UNIVERSITY CAMPUS

LOCATION: Jamaica, NY

COST: \$15,000,000

OWNER: St. John's University

DETAILS: For this part of the University's \$500,000,000 Capital Improvement Program, DBI performed construction oversight from the design of the Church through to completion.

Our company oversaw all aspects of the construction process, coordinating the combined efforts of Architects, Engineers, Construction Management, General Contractors, and Sub-contractors. Working closely with the Owner to develop budgets and schedules, we focused on project development, quality assurance, and cost management, including change order negotiations. DBI successfully incorporated the intricacies of artisan structures in the design and construction of the Church keeping in mind that it is an important landmark and center of St. John's University.





# PUBLIC - PRIVATE TAB 2.3



## PUBLIC - PRIVATE

PROJECT NAME: JAMAICA PARKING GARAGE

DESCRIPTION: PARKING & SHOPPING FACILITY

LOCATION: Jamaica, NY

COST: \$11,000,000

OWNER: Jamaica First Parking (GJDC)

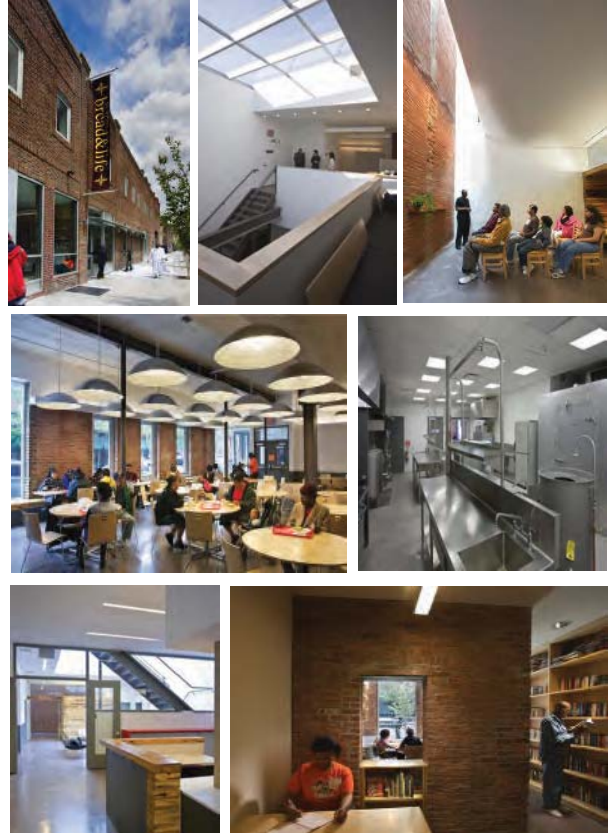
DETAILS: DBI acted as owner's representative for property improvement that consisted of constructing a four level, open parking structure containing 406 parking spaces on 147,055 SF including all stairs and an elevator. The footprint of the parking garage is 40,000 SF and the area of the property is 50,000 SF. On the east side of the parking garage a one story retail section was constructed containing a total rentable square footage of 4,475.





## PUBLIC - PRIVATE

PROJECT NAME: BREAD & LIFE  
DESCRIPTION: SOUP KITCHEN CONSTRUCTION  
LOCATION: Brooklyn, NY  
COST: \$7,500,000  
OWNER: Bread & Life  
DETAILS: Relocation of Bread & Life's soup kitchen and social services center to a new, 22,000 SF facility.





# INFRASTRUCTURE

## TAB 2.4



## INFRASTRUCTURE

PROJECT NAME: SAN FRANCISCO INTERNATIONAL AIRPORT

DESCRIPTION: AIRPORT TERMINAL CONSTRUCTION

LOCATION: San Francisco, CA

COST: \$2,000,000,000

OWNER: SFO Associates

DETAILS: Construction of a new international terminal, baggage handling system, light rail system, and parking garages.

David Belt managed a team of estimators and schedulers to evaluate and negotiate contract items with the General Contractor responsible for the majority of the program as well as multiple subcontractors and suppliers. Over \$150,000,000 in claims were successfully negotiated down to \$65,000,000 on behalf of the owner.





## INFRASTRUCTURE

PROJECT NAME: DENVER INTERNATIONAL AIRPORT

DESCRIPTION: RUNWAY CONSTRUCTION

LOCATION: Denver, CO

COST: \$100,000,000

OWNER: City of Denver

DETAILS: Largest runway ever built in the USA. DBI's responsibilities included advisory services to client as well as negotiations with contractor for schedule and cost impacts during construction.

DBI successfully managed dynamic cost and schedule claims that could have impacted critical path and overall project delivery milestones. DBI managed resolution process and ultimately settled with contractor for 80% less than what the contractor had originally submitted as an impact cost with no impact to project schedule. DBI's suggested engineering solutions were implemented by the contractor and accepted by the FAA.





## INFRASTRUCTURE

PROJECT NAME: MANHATTAN BRIDGE

DESCRIPTION: INFRASTRUCTURE IMPROVEMENT

LOCATION: New York, NY

COST: \$127,000,000

OWNER: New York City Department of Transportation

DETAILS: Repairs and Renovation of Manhattan Bridge.

DBI's role included claims analysis and negotiation of scope of damage caused by fire on bridge during project. DBI was successful in minimizing cost impact of fire damage that occurred during construction. DBI also successfully mitigated any schedule impact resultant from resequencing work to accommodate repair.





# RESIDENTIAL TAB 2.5



## RESIDENTIAL

PROJECT NAME: BEACON TOWER (85 ADAMS ST)

DESCRIPTION: LUXURY CONDOMINIUM DEVELOPMENT

LOCATION: Brooklyn, NY

COST: \$40,000,000

OWNER: Private

DETAILS: 114,000 SF new ground-up 79-unit luxury condominium development on the corner of York and Adams Street in DUMBO. DBI was retained by the owners / investors to serve as Owner's Representatives throughout the duration of the project.





## RESIDENTIAL

PROJECT NAME: 255 1ST STREET

DESCRIPTION: NEW RESIDENTIAL TOWER

LOCATION: Brooklyn, NY

COST: \$18,000,000

OWNER: Private

DETAILS: 45,000 SF new ground-up 32-unit luxury condominium development in Park Slope, Brooklyn. DBI was retained by Citywide Capital, LLC, a Brooklyn-based real estate investment firm, for services, including owner's representation, development management and construction oversight.





## RESIDENTIAL

PROJECT NAME: 401 10TH STREET  
DESCRIPTION: RESIDENTIAL  
LOCATION: Brooklyn, NY  
COST: \$3,000,000  
OWNER: Private  
DETAILS: High-end gut renovation of three luxury duplex units, approximately 4,500 SF.





## RESIDENTIAL

PROJECT NAME: LUXURY CONDOMINIUM

DESCRIPTION: BUILDER'S RISK LOSS

LOCATION: Chicago, IL

COST: \$73,000,000

OWNER: Builder's Risk Insurance Carrier

DETAILS: 39-story mixed-use residential high rise building suffered two builder's risk loss events during construction.

DBI was retained by the insurer to evaluate the hard cost claims submitted by the insured for two loss events involving water discharges and subsequent damage to 25 floors. DBI evaluated and advised our client on preliminary scope of repair, cost impacts, and relevant schedule impacts. DBI successfully negotiated the claim with the insured's representatives from submitted \$6,420,000 to an accepted \$1,700,000 settlement with 74% savings for the insurer.





# COMMERCIAL TAB 2.6



## COMMERCIAL

PROJECT NAME: PRADA

DESCRIPTION: HIGH-END RETAIL RENOVATION

LOCATION: Manhattan, Chicago, Las Vegas, Manhasset

COST: Not available

OWNER: Prada

DETAILS: Restoration and renovation of high-end retail stores throughout the country.





## COMMERCIAL

PROJECT NAME: 75 PARK PLACE

DESCRIPTION: OFFICE SPACE REMEDIATION

LOCATION: New York, NY

COST: \$4,000,000

OWNER: Jack Resnick & Sons

DETAILS: Repair of damage resulting from September 11, 2001 attacks on the World Trade Center. DBI's role included claim management services, supervisory services for facade survey, repair to interior finishes and systems, and as oversight of environmental cleaning and testing processes. DBI successfully reduced claim amount from \$9,000,000 to \$4,000,000 in costs.





# RECOMMENDATION LETTER EXCERPTS TAB 3



# CLIENT TAB 3.1



## RECOMMENDATION LETTER EXCERPTS

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“...This letter will serve as a recommendation for David Belt and his firm, DBI.

I have come to know David very well in two different- although related- contexts. First, as Chairman of the Board of Trustees at St. John's University, I have seen firsthand the consulting, project management and construction oversight work that he and his firm have performed for the University on numerous projects involving tens of millions of dollars, both at our Queens campus and at our Rome and Paris locations.

Second, David and his team have served as project manager and as "owner's rep" in the purchase and total renovation of the new home for St. John's Bread and Life soup kitchen in Brooklyn. This was a \$10 million project involving approximately 21,000 square feet.

In both of these areas, the projects were complicated and difficult. In several cases, they also required working with diplomacy and with respect for the Catholic communities who were affected by the work. In every respect, DBI carried out its responsibilities with outstanding competence and with respect for the needs of its clients

I am not in the habit of tossing around accolades very freely, but both the University and the Bread and Life soup kitchen are indebted to David and his firm for extraordinary efforts. I am pleased to be able to recommend him...”

Thomas E. McInerney



## RECOMMENDATION LETTER EXCERPTS

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“...I write as reference for DBI and its principal, David Belt, whom I know well and recommend most highly.

In 1997, St. John’s University embarked upon a major repositioning strategy to transition from a local school to a national and international university. Over the past 10 years, we have constructed 18 new buildings and renovated dozens of existing facilities, making capital investments of over \$600 million. During that time we built a variety of buildings, each with unique challenges, including 7 residence halls, various athletic facilities, classroom buildings, science laboratories, library facilities and a student center. Today, a transformed St. John's serves over 20,000 students on 6 campuses, including facilities in Rome, Italy and Paris, France.

David Belt and his colleagues at DBI have played a significant role in our transformation. Since 1999, David has provided consulting and project management services for multiple building and renovation projects at St. John’s University. Since the founding of DBI in 2002, David has been the leader of our capital building program, serving as our acting program manager and providing a team of highly competent professionals to meet our needs. During that time, DBI provided development management and project management services for a wide array of projects totaling over \$500,000,000.

Our first experience with David's services was the result of an unfortunate project overrun by our in-house team during the first phase of our capital expansion in the late 1990's. We retained David and his partner at the time to evaluate the extent of the problem and to provide the leadership to resolve issues and get the program back on track. Since that time, the university has retained David in a leadership role for project management, staff recruitment and training, long-term faculty strategic planning and property acquisition and development. Due to his leadership and DBI's ability to provide highly competent staff and professionals, we have enjoyed a successful campaign of projects that are completed on time and on budget

In addition to helping the university achieve its strategic goal of becoming an international university by building multiple facilities in New York City, David and his team recently completed two international projects for the university, renovating campus facilities for us in Rome and Paris, which now serve as the hubs of our international study abroad programs.

DBI has always proactively managed our development projects and has gained the trust of our senior management and our Board of Trustees. It is without hesitation that I recommend DBI and its principal David Belt...”

Donald J. Harrington, C.M.  
President



## RECOMMENDATION LETTER EXCERPTS

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### CONVERSE<sup>®</sup>

“...I personally have appreciated all your efforts on our behalf and hope that we can continue to work together in the future. Your tenacity, professionalism and attention to detail, not to mention follow up are most appreciated and greatly impact the positive results we need...”

Steven Horn  
Senior Director



“DBI provided complete construction management support for a project that was critical to the growth of our organization. They listened closely to our needs and created a plan for the project that met all of our requirements including budget and timeline. DBI’s ability to successfully navigate the various aspects of our capital project including lease negotiation, programming, design, planning, pre-construction and construction allowed our senior staff to focus on running and growing our organization while the project was completed on time and under budget.

In every respect, DBI carried out its responsibilities with outstanding competence, responsiveness and with respect for the needs of our organization. DBI takes true ownership of their projects and it is without hesitation that I recommend DBI.”

Richard Souto  
Chief Operating Officer



## RECOMMENDATION LETTER EXCERPTS

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### THE INTERNATIONAL CULINARY CENTER

"About two years ago I was assigned a project involving the build-out of a 10,000 sq. ft. space at The International Culinary Center. The anticipation of aggravation and stress based on previous projects of this nature, was daunting. Our architect suggested that we interview DBI, a project management firm. I remember the day I met two of the principals very clearly. I can recall the day because it was the first night I slept well in weeks.

We hired DBI and I never regretted that decision. They managed the project with impeccable professionalism and integrity. I was able to concentrate on matters that were more global and ICC centric. I had the pleasure of working with three DBI professionals. Each brought his own expertise and specialty. I appreciated the candor, attention to detail, and practicality. The owner of our school especially appreciated the money they were able to save us as we considered materials and economies. In short, I look forward to future partnerships with DBI. In fact, I'm fairly certain that I would not take on another build-out or renovation without their assistance."

Respectfully

A handwritten signature in black ink, which appears to read "Christopher Papagni". The signature is fluid and cursive, written in a professional style.

Christopher Papagni, Ph.D.  
Sr. Vice President of Education & Student Affairs



## RECOMMENDATION LETTER EXCERPTS

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“Sanctuary for Families has worked closely with DBI on a several proposed real estate and renovation projects. DBI's comprehensive approach allows our organization to better understand the variables that will be involved in each project from conception through execution. This comprehensive approach allows us to fully evaluate the benefits and exposure for the entire project. They listen closely to understand our goals, develop a complete strategy and execute with professionalism and a high level of accountability.

DBI assisted us with assessing several properties to determine if they were viable properties for us to purchase. On the property we thought was a "go", they developed timelines and cost estimates that were very helpful in our decision making process. They arranged meetings for us with three architects to determine who would be best suited for our needs; reviewed their bid documents to ensure we were comparing comparable bids; served as our liaison to the selected architect; and reviewed and interpreted engineering reports for us. Ultimately we did not purchase the property due to not being able to come to terms with the building owner. However DBI was extremely helpful to us throughout the entire process. After that site fell through, DBI developed specifications based on our needs to circulate to brokers.

Recently we were awarded a government capital grant to do façade work and to upgrade our heating system at a six story residential site that we own. The requirements to receive this grant are extremely onerous. DBI has overseen this process from the beginning and will continue to do so until it is completed. They have identified bidders; defined the scope of work; reviewed and leveled bids, developed timelines and cost estimates for submission to the funder; met with the funder; revised documents multiple times due to on-going changes in the funder's requirements. The expertise and the incredible patience they have shown throughout this process have been invaluable to us. There isn't any way we could have navigated this process without them.

Their comprehensive understanding of real estate, construction, design and planning is exceptional and provides us with a clear picture of our options. DBI has been a great partner to our non-profit organization. It is without hesitation that I recommend DBI.”

Laurel W. Eisner  
Executive Director



# ARCHITECT TAB 3.2



## RECOMMENDATION LETTER EXCERPTS

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### **Gensler**

“...Gensler is a full-service architectural and design firm with 31 offices worldwide and more than 2,900 professionals.

As the Managing Principal of Gensler, I have had the opportunity to work closely with David Belt and DBI over the past 5 years. Gensler and DBI collaborated on a wide range of projects, including educational, residential, and commercial uses. DBI has demonstrated a unique combination of professionalism, creativity, and problem solving approach. DBI has an impressive track record of delivering projects on time and on budget.

It is with great pleasure to recommend DBI...”

Joseph Brancato, AIA  
Managing Principal

### TOBIN | PARNES

“I am delighted to write this letter describing our experiences with the DBI organization... They are a solution oriented firm whose primary goal is to put the client's needs first. Their successful track record reflects this. They pride themselves on bringing in a project on budget and on schedule. Clients are never disappointed and their completed projects reflect a high attention to detail, quality and excellence.

We would not hesitate recommending this firm to any of our clients.”

Andrew B. Dibner, LEED AP  
Principal, Assoc. AIA



## RECOMMENDATION LETTER EXCERPTS

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### ROGERS MARVEL ARCHITECTS, PLLC

“Over the past 5 years RMA has had the opportunity to work with DBI on a range of projects including educational, residential, commercial, and community facility uses. We recommended them to clients because their broad knowledge ranging from real-estate to construction is an invaluable asset in shaping a successful project. They understand the specific challenges that each project faces from financing to construction and are remarkably successful in finding innovative solutions to overcome these challenges and make the project a success.

As architects, we find that their careful project planning and thorough project management allows us to do our best work. We have come to appreciate that the same exacting effort that they undertake in meeting the owner's budget is carried through their attention to quality in construction management. Their thoroughness earns the respect of all the members of the project team and develops the understanding that they will always be a tough but fair participant. In the context of a development and construction industry that is too often burdened by conflict, DBI stands out in guiding a process where projects can be successful for each participant who contributes to them, whether owner, architect, engineer or contractor.”

A handwritten signature in blue ink, appearing to read "G. Hartray", is positioned above the name. The signature is fluid and cursive, with a large, sweeping flourish at the end.

Guido Hartray



# CONTRACTOR TAB 3.3



## RECOMMENDATION LETTER EXCERPTS

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### SKANSKA

“..As the Vice President of Skanska USA Building Inc., I am writing to inform you that DBI is a highly regarded company...Skanska has a long history of projects within the higher-education sector both in New York City and nationally and we have successfully collaborated with DBI. We find the quality of their performance to be extremely professional.

We recommend DBI...”

Anthony G. Acerra  
Skanska USA Building Inc.  
Vice President

### Sciame

“...Sciame Construction has had the pleasure of working with DBI on the St. Johns University New Academic Building and University Center Project currently under construction.

As a contractor who specializes in high profile institutional work (such as the Pierpont Morgan Library and the Cooper Union New Academic Building), we recognize and appreciate the creativity, depth and persistence David Belt and DBI can bring to a project.

We highly recommend DBI...”

Steve Colletta  
Vice President



## RECOMMENDATION LETTER EXCERPTS

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“...On behalf of the Structure Tone Organization, I am pleased to offer a letter of recommendation for DBI and its Principal Mr. David Belt.

Structure Tone is a full service Construction Management firm incorporated in the State of New York in 1971 and currently provides construction management services in 21 offices worldwide, with our NYC office as our Corporate Headquarters. In addition to our full service capabilities, we have a dedicated Education Sector division with full time staff focused solely on the needs of the education sector.

We have worked with DBI since 2003 and have successfully completed numerous higher education projects with DBI and have always found them to be professional and proactive and always keeping the best interests of the client front and center.

Their budgeting, scheduling and positive team collaboration skills set the path for the successful delivery of each project.

We would clearly recommend DBI...”

A handwritten signature in black ink, appearing to read "Karl Anoushian", with a long horizontal flourish extending to the right.

Karl Anoushian  
Senior Vice President



# PROFESSIONAL REFERENCES TAB 4



## SAMPLE OF PROFESSIONAL REFERENCES

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### ARCHITECTS

Gensler  
Perkins + Will  
Perkins Eastman  
Rogers Marvel Architects  
HOK  
Thornton Tomasetti Engineers  
HLW  
Wiss, Janney, Elstner Associates, Inc.  
Israel Berger & Associates, Inc.  
Graf & Lewent Architects  
Stephen Yablon Architect PLLC  
Louis C. Fusco Landscape Architects  
Issac & Stern Architects  
Morali Architects  
Cunningham Group  
Tobin Parnes

### CLIENTS

St. John's University  
Robin Hood Foundation  
Prada  
St. John's Bread & Life  
AIG  
Brooklyn Kindergarten Society  
Converse  
Coalition for Hispanic Family Services  
The International Culinary Center  
Chubb  
Travelers Insurance  
GAB Robins  
Pier 59 Studios  
York Services  
Sanctuary for Families  
Harlem RBI

### CONSTRUCTION COMPANIES

Structure Tone - Pavarini  
Skanska  
Turner  
Suffolk  
HRH Construction

### CONSTRUCTION COMPANIES (cont)

Walsh Group  
Morgan Construction Enterprises, Inc.  
Foremost Contracting, LLC  
Quedan Construction  
Scorcia + Diana