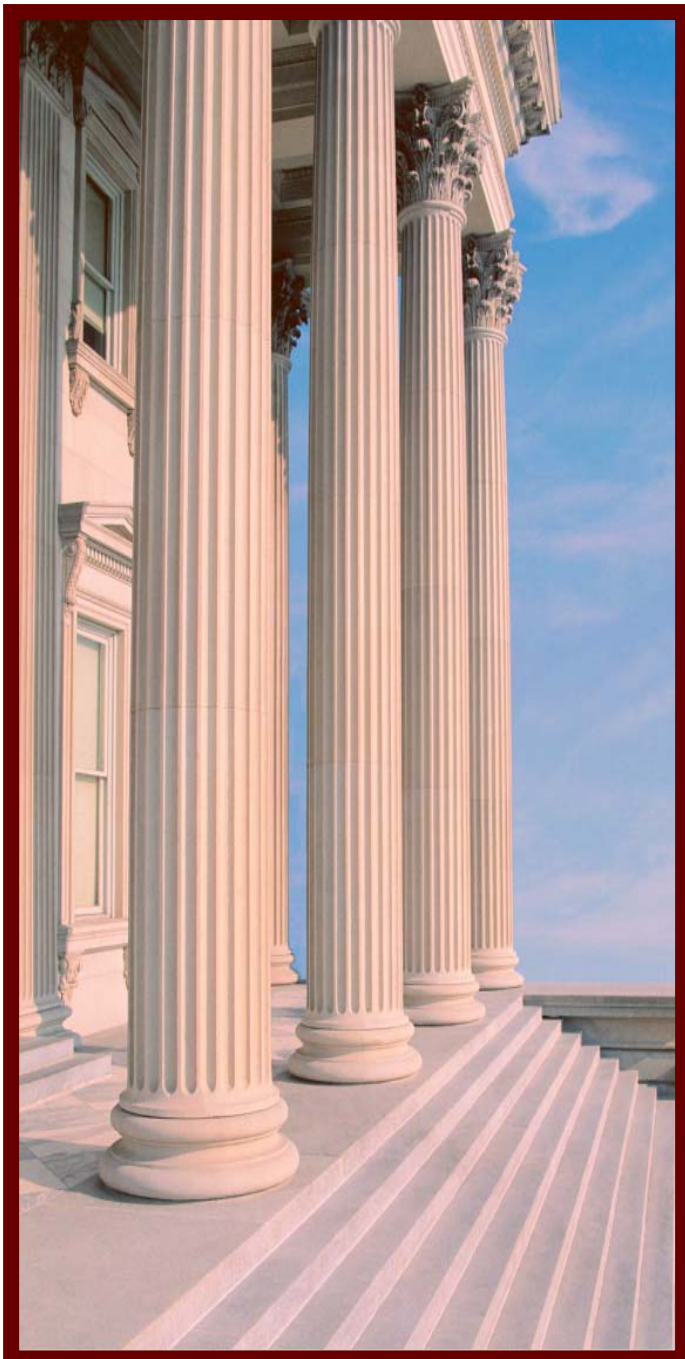




BROADLANDS FINANCIAL GROUP

The Intersection of Construction Knowledge and Financial Strength®

CONTROLLING RISK... PROTECTING ASSETS



Construction Risk Management

Owner's Representative Services

Project Funds Control

Initial Project Review

Contractor Capability & Financial Analysis

Project Site Observation Reports

Default Analysis

Takeover and Completion

Dispute Resolution

Surety Bond Alternatives

Contract Surety Bonds

Contractor Mentorship



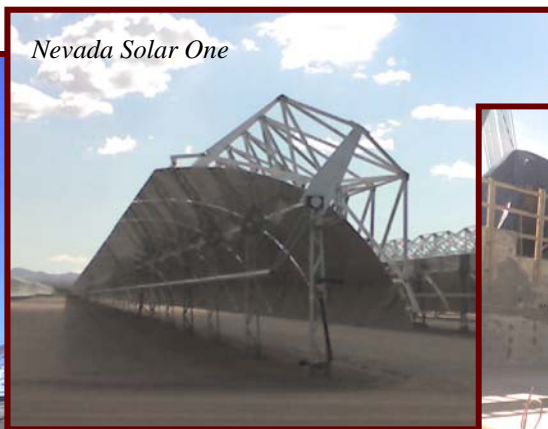
EXECUTIVE SUMMARY

Broadlands Financial Group, LLC (Broadlands) is a full service construction risk management company serving investment banks, lenders, banks, owners, developers, general contractors, and government agencies throughout the United States. Broadlands provides construction risk management, surety bond alternative solutions, project funds administration, owner and lender representation, project takeover and completion, contractor capability and financial analysis, initial project evaluation, project site observation reports and, if desired, surety bond products (through its sister company, First Sealord Surety). The company often acts as funders representative.

Broadlands is a specialty company, serving those engaged in construction related activities. Broadlands' colleagues bring engineering, project management, design, general contracting, field investigation and claim analysis experience to the construction and construction lending industries. By assembling a group of construction specialists with broad professional experience in mitigating construction risk, Broadlands provides its clients with a broad range of proactive construction risk management services.



Nevada Solar One



Nevada Solar One



Nevada Solar One

The Intersection of Construction Knowledge and Financial Strength®



FAMILY OF COMPANIES



Sealord Holdings, Inc.
www.SealordLLC.com



First Sealord Surety, Inc.

Underwrites contract performance
and payment bonds
www.FirstSealord.biz



Broadlands Financial Group, LLC

www.BroadlandsOnline.com



HMS Victory, LLC
Engineering / construction risk
management / consulting firm.
www.HMSVictoryllc.com

HM EXCHEQUER, LLC



HM Exchequer, LLC
Funds administration services
www.HMExchequer.com

www.BroadlandsOnline.com



PROTECTING SPECIAL PROJECTS

Broadlands provides proactive construction risk management services designed to greatly reduce the risk associated with construction projects and protect project dollars. Broadlands offers several construction risk management consulting programs designed to protect its clients' interests in all phases of construction and development. Broadlands combines detailed project cost analysis, contractor capability and financial review, contractor mentorship, task monitoring, project funds control and lien waiver monitoring to create the most comprehensive project risk management service.

Broadlands proactively addresses project and contractor risk to prevent contractor default and project failure. By combining pre-construction contractor capability analysis and initial project evaluation with post commencement site observation and funds control, Broadlands controls the risks that ordinarily impede project completion. All services and programs can be specifically tailored to meet the needs and requirements of clients, and are offered on both a national and international basis.

Banks

Lenders

Owners

Developers

Architects

General Contractors

Small Businesses

Surety Companies

*Government
Agencies*

*Construction
Accounts*

Attorneys





PROTECTING SPECIAL PROJECTS

Harnessing the *POWER of the SUN . . .*

64 MW Solar Thermal Electrical Generation Facility

\$275 Million

PERFORMANCE

- Surety Bond Alternative Strategies
- Risk Management
- Construction Management Services
- Contract Consultation and Negotiation
- Contractor Incentive Strategy
- Construction Contract Funding
 - 140 Progress Billings Reviewed,
 - Job Costing
 - Processed and Paid
 - Managed over \$120 Million, \$8 Million in Retainage
- Funds Control
 - Managed fund for over 100 Suppliers and Subtrades
 - Controlled over \$120 Million Lien Releases
 - Controlled over \$45 Million in 2nd tier Lien Releases
 - Monitoring over 40 Notice to Owner Filings
- Contract Oversight
 - 3 Contracts
 - 5 Sub-jobs
 - 3 Guaranteed Maximum Prices
 - 4 Milestone Holdbacks
 - Multiple Retainage Clauses & Milestones
 - Complete Audit of Corporate and Direct Overhead
 - Comprehensive Strategy Consultation
 - Dispute Resolution and Contractor Negotiation

OTHER RECENT ENERGY PROJECTS

120 million gal/year Ethanol, OH: \$260 Million

55 million gal/year Ethanol, IL: \$110 Million

Landfill /Anaerobic Gas Power, NY: \$12 Million

Biomass Power Plant, PA: \$400 Million

RESULTS

- *Completed on time!*
- *Completed on budget!*
- *Financed!*
- *No contractor overbillings!*
- *\$40 Million owner savings!*





PROGRAM MANAGEMENT

On Projects, which are extensive in their scope, require multi-discipline and interlinked engineering, procurement and construction contracts, involve complicated debt and equity structures or the participation and coordination of numerous governmental or quasi-governmental entities, **Broadlands** can act as the Program Manager for the client or Owner. Program Management by **Broadlands** is typically initiated by the Owner when the project is in the conceptual stage. The Program Manager's mission is to optimize the Project delivery methodology on behalf of the Owner and be the owner's day to day advocate for the life of the project. The Program Manager must do more than coordinate and manage the services of the architects, engineers, environmental consultants, contractors geotechnical consultants, attorney's, and other professionals. The Program Manager must bring the project from concept to reality, on-time and on-budget. The Program Manager schedules and manages all aspects of the project, both prior to construction and during construction. Risk management, contract administration, change order management and value engineering are key components to program management. The Program Manager keeps the owner fully apprised of all aspects of the completion process while being a single point of responsibility on behalf of the Owner.



Serve as the Owner's project advocate

Provide a range of services, from project feasibility studies to post-construction facilities management and budgeting

Manage project planning & design

Manage construction activities

Supplement/support the Owner's staff

Provide a single point of project management and responsibility

Manage project planning & scheduling

Optimize the project delivery system

Establish project execution plan

Establish project development pro-forma

Develop project risk management criteria

Coordinate with project Lenders

Manage Budget and Schedule

Provide Value Engineering input

Provide construction administration services

Scrutinize project change orders

Establish/Maintain quality control standards

Provide Project Status Reports

Coordinate with Project Lenders



OWNER'S REPRESENTATIVE SERVICES

Broadlands, through its subsidiary, HMS Victory, LLC, is capable of providing owner's representative and construction management services to sureties, owners, developers and project lenders. The role of the project representative is to represent and advocate the interest of the client throughout the design and construction process. The scope of work for this service can range from selection and oversight of the project design team to full time representation throughout the entire design and construction period. HMS Victory construction managers and engineers work to use their skill and experience to the owner's advantage on the job site.



Generate / Administer All Contracts
Generate / Monitor Contract Schedule
Material Procurement Analysis
Quality Control and Assurance
Construction Inspection
Contractor Submittal Review
Cost Accounting
Pay Application Review
Project Funds Control
Lien Waiver and Release Supervision
Funds Disbursement
Change Orders / Claims Analysis
Construction Documentation Control
Permitting
Certificate of Occupancy
Health Inspections
Owner / Contractor Coordination
On-site Safety Program
Project Takeover and Completion
Dispute Resolution
Special Services



PROJECT FINANCE CONTROL

“Money is compressed energy!”

The proper flow of project funds on a construction project drives the project to successful completion. When funds are misdirected, the contractor goes into default, liens are filed, subcontractors cease work, suppliers terminate accounts, and owners, lenders and sureties are left battling over the additional cost and responsibility of completing the project.

From a platform of proven integrity and transparency, Broadlands’ subsidiary, HM Exchequer, LLC (Exchequer), tracks and controls project funds and delivers funds directly to those properly performing project work. Project funds are deposited in a special project account at the lender’s facility or at another federally insured institution. Each project receives its own separate and discreet account, project funds are never co-mingled, and interest generally accrues to Exchequer clients. Project funds are distributed rapidly after draw approval and clients have full, real-time access to project accounting information via *BroadlandsOnline*. This service allows our clients to completely monitor disbursement of project funds and ensures that those performing on the project are paid.

Sophisticated cost tracking systems provide accurate trend and variance monitoring as well as forecasted cost events and projected final costs. HM Exchequer provides proactive, reliable and affordable risk management solutions for today’s complex construction market and serves sureties, lenders, banks, owners, developers, contractors and government agencies nationwide.

*Payment Application
Review*

Cost Tracking

*Lien Waiver
and
Release Supervision*

*Project Funds
Disbursement*

*Project
Accounting*

*Contingency
Reserves*

*Payment Dispute
Mitigation*





PROJECT FINANCE CONTROL

Nearly **80%** of Failed Projects Derive From:

Cash flow deficiency

Mismanagement of project funds

Diversion of funds to non-project purposes

Broadlands Controls This Risk By:

- Maintaining full project accounting with a seasoned Project Finance Manager
- Disbursing funds directly to subcontractors that have properly performed
- Distributing overhead and profit to the contractor after direct payment to subcontractors and suppliers
- Monitoring and collecting partial and full releases and lien waivers
- Reconciling payment requests against schedule of values, performance progress and documented costs
- Tracking profit and overhead on a line item cost basis
- Depositing project dollars into discreet, segregated project accounts
- Providing a full accounting upon each draw
- Ensuring open, transparent project cash flow via *BroadlandsOnline*



INITIAL PROJECT REVIEW

Construction requires complex coordination of labor and materials in perfect synchrony to ensure continuous momentum and timely progress of the project. Without proper review, the entire project can be thrown into chaos by error in plan, specification, cost or contract provision, as well as by business decisions made without full understanding of the total risk. Broadlands provides a detailed analysis of the project estimate, the project construction team, project scope of work, the contract and contract documents including the plans and specifications for the project, as well as the capabilities of any subcontractors planning to perform work on the project. These services allow our clients to properly evaluate risk of completion on a particular construction project.

Broadlands' construction managers and project engineers provide our clients with the due diligence required in evaluating construction and contractor risk. Our owners and developers receive an initial review of all project documents to pinpoint general construction risk inherent with the project, a project cost analysis to ensure cost to complete, and underwriting support to properly evaluate the contractor's capability and financial position. Broadlands' clients can resolve issues and concerns prior to project commencement and make informed decisions with respect to construction risk.

ANALYSIS

Feasibility

Construction Contract

Subcontract Documents

Cost Analysis

Qualifications/Special Conditions

Drawings and Specifications

Construction Schedule

Schedule of Values

Site Plan

Insurance





CONTRACTOR CAPABILITY AND FINANCIAL ANALYSIS

Construction contractors must be reviewed and analyzed in the same manner as the project documents and estimate. For sixteen years, Broadlands has been providing in-depth contractor capability and financial review to those in the construction industry. Broadlands addresses contractor capability by analyzing contractor work history, scope of work, geographic reach, estimating systems, personnel, resources, equipment, financial statements and other factors. Upon completion of Broadlands' pre-project services, Broadlands clients make informed decisions as to risk associated with the performing contractor.

	Year 1		Year 2		Year 3	
SUMMARY						
Working Capital	562,123		455,349		597,724	
Net Worth	797,344		716,567		637,181	
Total Revenue	1,255,895	100.0%	1,219,236	100.0%	2,059,405	100.0%
Direct Cost	998,017	79.5%	865,005	70.9%	1,716,334	83.3%
Gross Profit	257,878	20.5%	354,231	29.1%	343,071	16.7%
Allocated Overhead	0		0		0	
General & Administrative	122,080	9.7%	240,130	19.7%	196,512	9.5%
Operating Income	135,798	10.8%	114,101	9.4%	146,559	7.1%
Other Income	0		0		0	
Other Expenses	11,977	1.0%	9,552	0.8%	11,596	0.6%
Pre-Tax Income	123,821	9.9%	104,549	8.6%	134,963	6.6%
Provision for Income Tax	6,742	0.5%	10,002	0.8%	0	
Net Income	117,079	9.3%	94,547	7.8%	134,963	6.6%
Withdrawal/Dividend	0		0		42,168	
Retained Earnings - Beginning	0		0		0	
Retained Earnings - Ending	117,079		94,547		92,795	

Contractor Evaluation Sample Document - 3 Year Comparative analysis



PROJECT SITE OBSERVATION REPORTS

Commonplace to the approval and distribution of funds to the contractor on a construction project is the monthly inspection by the project architect, owner, funder or surety. Prior to any disbursement, there are recognized risk management standards that are typically contractually defined and must be strictly adhered to by the billing contractor, owner and the project professionals. In most cases, representing the owner, surety or construction lender, Broadlands, through its HMS Victory subsidiary, performs physical site observations to independently verify construction completion (percent complete) and/or the presence of materials on a job site. The Victory engineer generates a written and online project observation report prior to the release of any payment against the pending application for payment by the project lender (or funds administration company). All Victory reports are available to our clients online.

<p style="text-align: center;">HMS VICTORY, LLC</p> <p>The overall site is 350 square acres. Construction will include parabolic troughs as thermal solar concentrators, focusing concentrated solar radiation onto tubes carrying a heat transfer fluid. Parabolic troughs have a maximum allowable height. Construction will include foundations, reinforced masonry structure, site work, mechanical, electrical, plumbing, glazing, finishes, and landscaping.</p> <p>PROJECT BILLING INFORMATION</p> <p>The base contract, change orders, and submitted applications for payment are shown below:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Original Contract Amount</td> <td style="text-align: right;">\$124,000,000.00</td> </tr> <tr> <td>Change Order</td> <td style="text-align: right;">\$0.00</td> </tr> <tr> <td>Revised Contract Amount</td> <td style="text-align: right;">\$124,000,000.00</td> </tr> <tr> <td colspan="2">Payment Applications:</td> </tr> <tr> <td>Payment Applications #1-8</td> <td style="text-align: right;">29,797,200.00</td> </tr> <tr> <td>Payment Application #9</td> <td style="text-align: right; border-bottom: 1px solid black;">3,682,800.00</td> </tr> <tr> <td>Total Requested to Date (27%)</td> <td style="text-align: right;">\$33,480,000.00</td> </tr> <tr> <td>Total Retainage Withheld</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Total Completed and Stored to Date (27%)</td> <td style="text-align: right;">\$33,480,000.00</td> </tr> </table> <p>PROJECT APPLICATION REVIEW</p> <p>On the date of the inspection, an HMS Victory engineer traveled to the site to observe the level of completion. The superintendent told us that there were over 600 people onsite working on solar field assembly and power block foundations.</p> <p><u>Area One</u></p> <ul style="list-style-type: none"> Grading substantially complete About 50% of the troughs have been installed 	Original Contract Amount	\$124,000,000.00	Change Order	\$0.00	Revised Contract Amount	\$124,000,000.00	Payment Applications:		Payment Applications #1-8	29,797,200.00	Payment Application #9	3,682,800.00	Total Requested to Date (27%)	\$33,480,000.00	Total Retainage Withheld	0.00	Total Completed and Stored to Date (27%)	\$33,480,000.00	<p style="text-align: center;">HMS VICTORY, LLC</p> <p style="text-align: center;">A Capabilities Based Company</p> <div style="display: flex; flex-direction: column;"> <div style="display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> <div style="text-align: center; flex: 1;"> <p>(1)</p> <p>Stored onsite materials</p> </div> </div> <div style="display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> <div style="text-align: center; flex: 1;"> <p>(2)</p> <p>Parabolic space frame</p> </div> </div> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; flex: 1;"> <p>(3)</p> <p>HTF piping</p> </div> </div> </div>
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DEFAULT ANALYSIS

Broadlands has counseled clients on thousands of construction site claims. In the event of contractor default or claim, Broadlands efficiently and expeditiously evaluates the merit of all claims against our client's contractor. Broadlands gathers all necessary documents and carefully analyzes a claim and all possible defenses before rendering an opinion as to the claim's validity. Broadlands provides the following services to mitigate our clients' potential losses in the case of default or termination:

- Claim, Default, and Termination Evaluation
- Contractor Performance Evaluations
- Cost to Complete Estimates
- Project Chronology
- Project Cash Flow Summary
- Identify Exact Scope of Work
- Liquidated or Delay Damages Evaluation
- Project Completion



In the event of default, Broadlands has the ability and expertise to quickly analyze the job status and complete the project or mobilize forces to complete the project. Broadlands can quickly re-bid the project to obtain a viable replacement contractor, or mobilize project managers or superintendents to bring the project to completion.

Broadlands always works to ensure that the project is completed with maximum efficiency and minimal cost to the lender, surety, or owner. Success is measured by completion of the remaining tasks with maximum efficiency and minimal costs.



TAKEOVER AND COMPLETION

Except in the middle of the battlefield, nowhere must men coordinate the movement of other men and all materials in the midst of such chaos and with such limited certainty of present facts and future occurrences as in a huge construction project... Even the most painstaking planning frequently turns out to be mere conjecture, and accommodation to changes must necessarily be of the rough, quick and ad hoc sort, analogous to ever changing commands on the battlefield.

Blake Construction Company v. C. J. Coakly & Co., Inc., 431 A.2d 569 (D.C.1981)

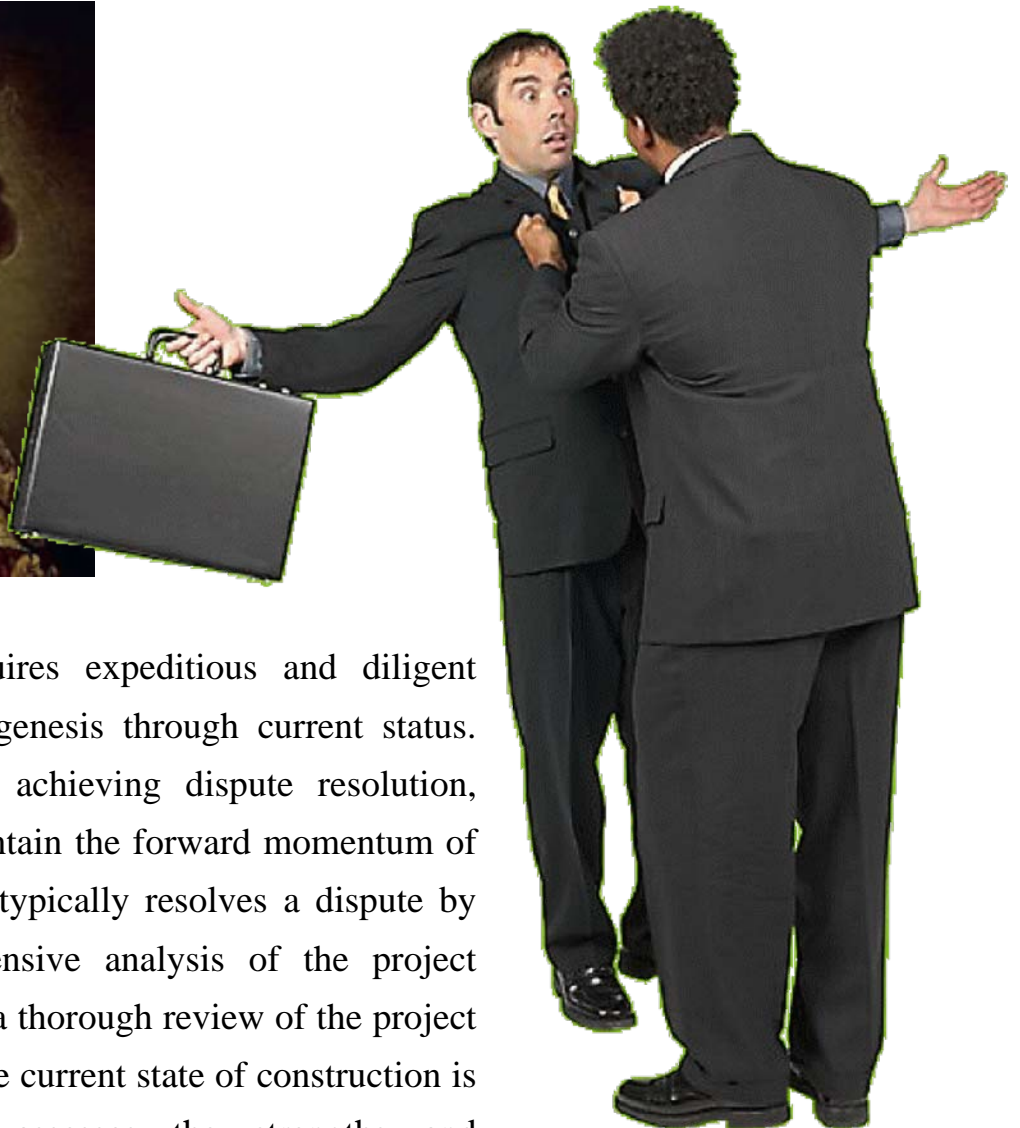
Construction projects call for the coordinated movement of people and material in a complex cascade that requires exquisite timing. So very often, expectations are not fully met. This often leads to default and termination. Broadlands possesses a unique understanding of the entire spectrum of construction activities. In the event of a contractor default or termination on a construction project, Broadlands, through its construction managers at HMS Victory, has the ability and expertise to quickly perform a forensic analysis of the job status and mobilize forces to complete the project. Broadlands can quickly re-bid the project to obtain a viable replacement contractor, or mobilize project managers or superintendents to bring the project to completion.





DISPUTE RESOLUTION

The Mozart of Construction Dispute Resolution:



Dispute resolution requires expeditious and diligent project overview from genesis through current status. Broadlands focuses on achieving dispute resolution, while continuing to maintain the forward momentum of the project. Broadlands typically resolves a dispute by completing a comprehensive analysis of the project history and completing a thorough review of the project documentation. Once the current state of construction is evaluated, Broadlands assesses the strengths and vulnerabilities of the contending parties and attempts to bring the parties together directly in lieu of litigation. The ultimate goal is always to drive the project forward to completion.



AN ALTERNATIVE TO SURETY BONDS

Broadlands' Bond Alternative Program is a construction risk management service designed to allow owners, developers, lenders and contractors to pursue construction projects without a contract surety bond. Broadlands Bond Alternative services proactively address the risks that ordinarily impede project completion.

Pre-Construction Analysis and Lender Underwriting Support

Broadlands provides in-depth contractor capability review and underwriting support to determine the contractor's ability to perform the construction project. Capability is determined by analyzing contractor work history, scope of work, geographic reach, estimating systems, personnel, resources, equipment, and other factors. Broadlands can also review all project documents to pinpoint construction risk inherent with the project. Broadlands clients can then make an informed decision as to risk associated with the contractor and the project.

Post Commencement Protection

The greatest risk to any construction project is the mismanagement of project funds and the diversion of those funds to non-project purposes. Broadlands minimizes the risk of project funds misappropriation by controlling all project funds released from the lender/owner to the contractor. A cost engineer ensures that the contractor provides documentation supporting each payment, that each payment is consistent with the contractor's schedule of values, that profit margins are stable during the life of the project and that project funds are forwarded to those entities that supplied labor and/or material to the project for that particular pay period. Payments are made for work properly performed and, therefore, the need for a payment bond is extinguished. Potential lien filings and payment disputes are greatly minimized. At the same time, Broadlands performs periodic site visits and provides payment application review reports to its clients. Broadlands clients have real-time access to project accounting and reports via *BroadlandsOnline*. Broadlands also performs takeover and completion services.

Program Benefits

In the event of default/termination, Broadlands takeover and completion specialists can help to immediately move a project toward completion. This also allows owners and lenders to forego the lengthy and costly process of battling the surety on a performance bond claim. Broadlands fees are generally less than that charged by contract surety companies for bonds. In addition, Broadlands site inspection fees are included in the Bond Alternative Program price, a further cost savings for our clients.

Broadlands has the capability to all but wipe out the need for performance and payment bonds by proactively managing the very risks that performance and payment bonds are used to resolve after a problem has escalated to the point of default. Broadlands services proactively ensure that the contractor moves the project along in a timely fashion, problems are dealt with in a reasonable and timely manner and subcontractors and suppliers are properly paid.



CONTRACT SURETY BONDS

Broadlands understands the risks that its clients face on their construction projects and Broadlands knows best how to combat those risks. Broadlands is unique from other service providers in its affiliation with a company that has been extending construction surety credit to contractors for sixteen years.



Broadlands' sister company, First Sealord Surety, is domiciled in the Commonwealth of Pennsylvania and began operations on September 11, 1992. The surety company operates as a monoline insurance company underwriting surety bonds. First Sealord Surety was founded by construction professionals who understand the need for an innovative surety company that uniquely marries surety underwriting and construction engineering. The company's T-Listing (Certificate of Authority) from the United States Department of Treasury was issued in 1994. First Sealord Surety, Inc. is rated A- (Excellent) by A.M. Best Company. This is a powerful indicator of Sealord's strength, stability and performance. First Sealord welcomes bond requests on federal, state, municipal and private sector projects that require a treasury listing, as well as private sector construction projects.





CONTRACTOR MENTORSHIP

Broadlands' Contractor Mentorship and Economic Development Program provides the highest level of contractor training and counseling available anywhere, while providing proactive construction risk management services that allow contractors to land projects. Broadlands is best qualified to lead construction businesses to success because its staff has been developing, analyzing, mentoring and working with contractors on a national level for sixteen years. Broadlands has the capability of providing financial services, contract surety bonds, bond alternative risk management devices and market strategy to the construction contractor. The Broadlands Contractor Mentorship and Economic Development Program not only provides contractors with the knowledge required for succeeding in today's construction market, but provides the resources necessary to obtain success.



Program Components

Broadlands' program trains contractors in the key areas of construction business management. Our program covers business leadership, drafting business plans, construction accounting, project management, bidding strategy, contract review, contract negotiation, financial record keeping, contract surety bonds, resolving disputes, and more.

Value Added

As part of the program curriculum, engineers and surety underwriters evaluate participants for bond credit. Participants receive written reports outlining their strengths and weaknesses with respect to bondability and are given a plan to obtain future bond credit. Because of Broadlands diverse and unique services, and because of Broadlands relationship to a Treasury-Listed surety company, Broadlands is best capable of analyzing contractors and developing business plans that set those contractors on the path to surety bond credit.



SELECTED CLIENTS



Aegis Surety	First National Bank of Florida	Orlando National Bank
Akhil Hospitality	First National Bank of South Miami	Philadelphia Private Bank
AmSouth Bank	First Priority Bank	Preferred Capital
Bancor Bank	First Sealord Surety	Shoemaker Construction Co.
Bank of Bartlett	Gilbane Co.	Skanska USA Building Inc.
The Bankers Bank	Hess Construction Company	South Trust Bank
Bay Cities Bank	Hitt Contracting	Southern Commerce Bank
Brasfield and Gorrie	Horizon Bank	Southern Development Counsel
Buckhead Community Bank	Independence Bank	Sovereign Bank
Caddell Construction Company	Independent Bankers Bank	Specialty Finance Group
Cardinal State Bank	Larocco Enterprises	Sterling Bank
Community Bank of Florida	Matthews Hanna Construction	The Bank
Community South Bank	MetroBank, N.A.	Turner Construction Co
CNL Bank	Metro Development	United Community Bank
DM Constructors	Nason Construction, Inc	Unity Bank
Eastern National Bank	National Cooperative Bank	Vision Bank
First Community Bank of America	Nevada Solar One, LLC	



SELECTED PROJECTS

Hotels / Conference Centers / Resorts

Ritz Carlton, St. John
Ritz Carlton, Key Biscayne
Ritz-Carlton Golf and Spa Resort, Jamaica
Disney's Grand Floridian, Lake Buena Vista, FL
Lucaya Resort and Marina, Grand Bahama Island
AmeriSuites Hotel, Columbus, GA
Hampton Inn, Atlanta, GA
Best Value Inn, Mableton, GA
Utica Holiday Inn and Conference Center, Utica, NY
Holiday Inn, Various Locations
Homewood Suites, Davidson, NC
Hilton Convention Hotel, Branson, MO
Marriott Residence Inn, Various Locations
Marriott Suites Hotel, Philadelphia, PA
Grand Hyatt Regency Hotel, Washington, DC
Radisson Regency Hotel, Princeton, NJ
Marriott Hotel, San Antonio, TX
Candlewood Suites, Fayetteville, NC
Comfort Inn, York, PA
Noble Gardens Hotel, Pine Mountain, GA
Comfort Suites, Pelham, AL
Fairfield Inn, Greensburg, IN
Residence Inn, Southern Pines, NC
Staybridge Suites, Webster, TX
Springhill Suites, Auburn Hills, MI
Hilton Garden Inn, Various Locations
Wingate Inn, Vicksburg, MS
Doubletree Hotel, Greensboro, NC
Partridge Inn, Augusta, GA
Coco Cay

Destination Island Construction

Coco Cay, Royal Caribbean Destination Island

Residential Construction

Park Square West, CT
Park Valley Associates, NY
225 Collins Avenue, Miami, FL
Silverleaf, Chesterfield County, VA
Peach Orchard Estates, Cabarrus County, NC
River Bluff of Cramerton, Cramerton, NC
Brighton Indian Reservation, St. Okeechob, FL
Spyglass Villas, Amelia Island, FL
PEC Home Ownership Project, Philadelphia, PA
Cold Creek, Pigeon Forge, TN
Dominion Commerce Park, Chesapeake, VA
Old Town Key West, Key West, FL
Fox Ridge of Lancaster, Lancaster, SC
Belfair Park, Tampa, FL
Heron Cove at Hope Sound, Hope Sound, FL
The Oaks, Sandy Springs, GA
Barrington Bluffs, Palm Bay, FL
The Villas at Hickory Place, Pompano Beach, FL
Darlington Downtown Lofts, Darlington, SC
Cypress Gate, Foley, AL
The Residences at 4040, Roslindale, MA
Telluride Estate, CO
Sanibel, Gulf Shores, AL
Stoneybrook West 2, Winter Garden, FL
Mill Creek Run Apartments, Macon, GA
RL Homes III, Miami, FL

Medical

The Johns Hopkins Hospital Master Plan, Baltimore, MD
Doylestown Hospital Master Plan, Doylestown, PA
The Johns Hopkins Ambulatory Care Facility, Baltimore, MD
The Francis Scott Key Medical Center & Biomedical Research
Campus Master Plan, Baltimore, MD
St. Francis Hospital, FL
Medical Care Clinic, Homestead, FL



SELECTED PROJECTS

Power

\$275 Million 70 megawatt electrical generation facility consisting of two solar thermal parabolic trough fields and one steam turbine generator set.

3rd largest in the world

Boulder City, Nevada

Office Buildings

3550 Market Street, Philadelphia, PA (85,000 sf)

3624 Market Street, Philadelphia, PA (44,000 sf)

Jenkintown Commons, Jenkintown, PA (180,000 sf)

Flourtown Commons, Flourtown, PA

The WWDB Building, Bala Cynwyd, PA (20,000 sf)

330 Mayfair Road, Wauwatosa, WI (96,000 sf)

The Woods at Mayfair, Wauwatosa, WI

Rimrock Center, Wauwatosa, WI (120,000 sf)

Westlake Center, Seattle, WA (200,000 sf)

Palmer Square North, Princeton, NJ (220,000 sf)

Union Trust Tower, Baltimore, MD (518,000 sf)

Hartford Medical Office Building, Hartford, CT (160,000 sf)

Redwood Tower Office Building, Baltimore, MD (12-story)

Weston Professional Plaza, FL

444 54th Street, New York, NY

124 West 24th St, New York, NY

Retail

Sanatoga Crossing, Limerick, PA (125,000 sf)

Oxford Oaks Center, Yardley, PA (225,000 sf)

Brandermill Crossing, Richmond, VA (225,000 sf)

The Shops at Carmel, Indianapolis, IN (230,000 sf)

Westlake Center, Seattle, WA

Ballston Common, Arlington, VA

Camden Shopping Center, Camden, NJ

Burlington Square, Burlington, VT

Charleston Town Center, Charleston, WV

Tempe Towne Center, Tempe, AZ

University Square, Madison, WI

True Value Hardware, Yerington, NV

Facilities

JC Penney Store, Hicksville, NY

Quincy Fore River Shipyard, MA

Mount Zion Baptist Church, NY

Lutheran Church, PA

Edgemont Country Club, Coventry, PA

Jordan Park Rec Center, Lawrenceville, GA

YMCA of Florida Emerald Coast, Destin, FL

Queen Street Baptist Church, Hampton, VA

Fairmont Athletic Club, Radnor, PA

Delaware Veterans Home, Milford, DE

US Army Corp Modular Units, Fort Bliss, TX

George Washington School, Kingsport, TN

New Embarq Office/Warehouse, Collegetown, PA

Urban Body Studios, Atlanta, GA

John Marshall Residence & Athletic Club, Richmond, VA

Christian Health Care Services, Christiana, DE

Bethel Family Church, Houston, TX

Cornell University, Ithaca, NY

Duluth Public Safety Center, Duluth, GA

The Levy Center and Jewish Chapel/Hall, Annapolis, MD

Riveria 12 Cinemas, Foley, AL

Philadelphia University – New Student Union, Philadelphia, PA

Restaurants

Garfield's Restaurant, Utica, NY

TGIF Friday's, Princeton, NJ

Dunkin Donuts, Various Locations

Five guys Burgers, Various Locations

Palace of Asia, Kirkwood Ave, Wilmington, DE

Backyard Burger, VA

Winder Central Station, GA

Quiznos Subs, Boston, MA

OM Restaurant & Lounge, Boston, MA



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