

LINK Ledger

Link Construction Group
January 2015

YOUR LINK TO BUILDING A STRONGER FUTURE

A Review of 2014

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PRINCIPALS' MESSAGE

Mickey Cerra
Executive Vice President

Willy Fernandez
President

We are pleased to bring you another volume of the Link Ledger; a newsletter printed yearly for all employees, clients and Link associates. In this issue, you will get a quick glimpse into the numerous items and projects we were involved with in 2014.

Last year, we were awarded several diversified projects, some of which include a new fire station for the City of Parkland, the marquee Seventh Avenue Transit Village in Liberty City, an Emergency Operations Center for the City of Weston and a new charter school in Downtown Doral. We were also contracted to complete several renovation projects for Miami-Dade County Public Schools via their GO-Bond program. These school projects have allowed us to further develop our educational construction division that is being led by our Project Executive, Nestor Castellon.

Throughout 2014 we were lucky enough to have been selected for various accolades and awards. Just to name a few, the Miami Herald Production Facility received two awards - Industrial Project of the Year by the Commercial Real Estate Development Association (NAIOP) and an Excellence in Construction Pyramid Acknowledgment from the Associated Builders and Contractors (ABC). The Miami Herald project continues to be a rewarding and significant accomplishment for the company and we are honored to have had the opportunity to work with the iconic publication.

In addition to our accomplishments and changes in 2014, we have added several significant individuals to our office and field staff. One key change was the promotion of Mike Quesada as the new Vice President of Construction and the addition of Bob West to our executive team as the Vice President of Operations. Their evolving roles are detailed further in this ledger. The new team structure will help us to continue providing the level of experience and service our clients have come to expect from us.

We are extremely excited and eager to be moving into our new headquarters in the City of Doral by the end of this first quarter. Our new office will be located at 5350 NW 77th Court - facing the SR826 Palmetto Expressway. The new office will be a staple and a reflection of our commitment and strength in the construction industry and will serve as a platform from which to continue our evolution and growth. We have chosen a more modern/contemporary look for the 14,000 square-foot office space that will also include high-end finishes and furniture, among other amenities.

Thank you again to all of our dedicated and hard working employees, subcontractors, and for the loyalty and trust of our clients. We feel blessed to have the opportunity to continue our growth and success and express our sincere gratitude for your support throughout the years.

CHEERS TO A PROSPEROUS 2015!



Guillermo "Willy" Fernandez
President



Miguel "Mickey" Cerra
Executive Vice President



ON THE COVER
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LINK 2020 THE PATH FORWARD

Insight into Link Construction Group's strategies for success, management structuring, future growth, their new headquarters, and what will emerge over the horizon for Link employees.

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January 2015

A Review of 2014

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WWW.LINKCONSTRUCTIONGROUP.NET

7003 N. WATERWAY DRIVE
SUITE 218 | MIAMI, FL 33155
TEL: 305.665.9826
FAX: 305.665.9851

**FUTURE HEADQUARTERS
LOCATION**

5350 NW 77 COURT
DORAL, FL 33166

SOUTH FLORIDA'S JOBS SCENE CONTINUES TO BRIGHTEN



By Martha Brannigan - The Miami Herald - October 2014

South Florida's job market continues to mend.

Greater Miami's jobless rate fell to 6.8 percent in September, while the Fort Lauderdale area's unemployment rate fell to 5.2 percent, according to data, not seasonally adjusted, from the U.S. Bureau of Labor Statistics.

That marked a 1.3 percentage point drop from a year earlier in the unemployment rate for the metro area including Miami, Kendall and Miami Beach and a 0.7 percentage point drop for greater Fort Lauderdale.

The steady drop in unemployment came as new jobs were created throughout the private sector — including in construction, manufacturing and professional and business services — more than offsetting softness in government jobs in Miami.

Greater Miami added 35,400 jobs in the year ended in September, a 3.4 percent increase in employment, while metro Fort Lauderdale, including Pompano Beach and Deerfield Beach, added 20,500 jobs, marking a 2.7 percent growth in payroll over the period.

South Florida has come a long way from the grim days of double-digit joblessness. The unemployment rate in Miami-Dade County peaked at 11.8 percent in October 2009.

"One of the good things for us is, once again, the construction numbers are really strong and the manufacturing numbers are significantly higher," said Robert Cruz, chief economist for

Miami-Dade County. "It's a good report. I don't think we could realistically ask for anything better."

The only sector to show job losses in Miami-Dade was government. The Miami area had 1,500 fewer government jobs in September than a year earlier, a 1.1 percent drop, with federal posts declining by 500 and local jobs declining by 1,100, overshadowing a gain of 100 state jobs.

The government job sector around Fort Lauderdale fared better, adding 3,200 local government jobs year over year, for 3.6 percent growth in local government payroll that offset the loss of 100 federal jobs.

Florida's unemployment rate was a seasonally adjusted 6.1 percent in September, chalking up a decline of 0.2 percentage point from August and a drop of 0.8 percentage points from September 2013.

Florida's jobless rate hasn't been that low since June 2008, when it was 6 percent. The state added 13,400 jobs in the month, an increase of 0.2 percent. The statewide job force grew 2.7 percent from a year earlier, with 205,600 jobs added.

South Florida continues to stand out in the state's economic recovery: Among the state's 22 metro areas, only Orlando showed bigger job growth, with an increase of 3.7 percent, or 39,900 jobs, over the period, according to the Florida Department of Economic Opportunity. The Miami and Fort Lauderdale metro areas ranked No. 2 and No. 3, respectively.

<http://www.miamiherald.com/news/business/workplace/article2947445.html>

CONSTRUCTION BOOM: 19% INCREASE IN SOUTH FLORIDA, MCGRAW HILL SAYS

By Brian Bandell, Sr. - South Florida Business Journal October 2014

The construction boom is in full force, with a 19 percent increase in construction contracts awarded in South Florida through the first nine months of 2014, according to McGraw Hill Financial.

There were \$6.02 billion in construction contracts handed out in the tri-county region, up from \$5.06 billion in the same period a year ago. Most of that was on the residential side, where condo towers and apartment projects are proliferating, which saw a 30 percent increase, to \$3.96 billion.

Commercial construction grew just 2 percent, to \$2.05 billion.

All this construction has helped the labor market in that industry.

<http://www.bizjournals.com/southflorida/news/2014/10/23/construction-boom-19-increase-in-south-florida.html>



7th Avenue Transit Village Jobsite

LINK 2020 THE PATH FORWARD

Willy and Mickey met in the 1990's while attending Florida International University. They quickly realized they shared a common vision of one day starting their own construction firm. After several years of gaining valuable experience working for successful local construction companies, Willy and Mickey decided to venture out on their own and incorporated Link Construction Group in April 2001. The vision of starting their own firm had become a reality. Now, nearly fourteen years later, as they reflect back on their original vision, they concede that growing Link into one of South Florida's preeminent contracting firms has exceeded their expectations. They are extremely grateful for the success they have enjoyed since their humble beginnings, but they are not resting on their laurels. They are keenly focused on Link's vision and plan for the future; a vision and plan that will position Link for continued success for years to come.

As we approach our 14th year in business, one important lesson we have learned over the years is that you can always count on "change". The construction industry is constantly evolving, and we recognize that Link must change and evolve with the industry. As a result, we have redefined our corporate vision and implemented new initiatives that will allow us to continue to be competitive and successful in the South Florida construction market. Our goal is to continue to do the things that have made us successful since our inception in 2001, while implementing new initiatives that will provide our employees the tools to more efficiently execute their work and continue to deliver quality projects. Redefining our vision, implementing new strategies, and giving our employees the tools to be successful will allow us to continue to attract and retain top talent, develop and inspire our people, and create a culture that will produce high performing teams, resulting in added value to our clients.

One of the first new initiatives implemented was a change in Link's executive management structure. Mike Quesada, a 10-year employee of Link, was promoted to Vice President of Construction. In his new role, Mike is focusing his energy on Link's day to day field operations. Mike will continue to provide leadership to our project

management teams, in addition to assisting with strategic planning and providing oversight on implementing new corporate initiatives. In addition to the promotion of Mike, Link hired Bob West as Vice President of Operations. Bob's primary focus is on the overall day to day operations of the company, taking the lead on implementing the company's vision, mission, and strategic plan. Together, the addition of Mike and Bob's roles will provide the day to day leadership and direction necessary to support our employees and ensure our continued success.

In addition to the changes in our management structure, we are also in the process of rolling out several new initiatives that will allow us to be more organized, efficient, and collaborative in our day to day operations with both our internal processes and external clients. One of the more significant changes we are implementing is the roll out of our new cloud-based project management software, allowing us to process information more quickly and efficiently, in addition to providing a platform for easier collaboration with our clients and their consultants. We are also implementing new paperless initiatives which will not only help streamline our processes and reduce workload, but it is environmentally responsible as well. We are continually exploring innovative ways to improve our business through the use of technology and process improvements.

Lastly, we are extremely excited to announce we will soon be moving into our new corporate headquarters located in Doral, Florida. The new office will give us much needed space to support our growing operations. Our new headquarters will provide our employees a professional and comfortable environment to work, and reflects our growth, strength, and commitment to the South Florida construction industry.

This is an exciting time in the history of our company. We are very optimistic about our future and we remain committed to providing quality services and delivering quality projects while providing the best possible experience for our valued employees and clients.

Rendering of Link Construction Group's New Headquarters



INTRODUCING A NEW LOOK

Adding to the changes Link is making within the company, is the modernization of our logo. Our brand has been recognized by the unique Link name and font. We believe the new logo is better suited for our brand. Various color versions of our logo may be available to our clients by contacting our Marketing Department.



Featured Completed **PROJECTS**



FLAGLER GLOBAL LOGISTICS PARK BUILDING 1, 2 AND 3

MIAMI, FL

Flagler Global Logistics Park, is an industrial park being developed by Florida East Coast Industries consisting of a 200-acre intermodal logistics complex that offers cargo handling. It includes multimodal transportation access, foreign trade zone advantages and refrigerated cargo options. We completed building 1 a few months back and we are gearing up to complete buildings 2 and 3. RLC Architects designed all 3 buildings. Each one is unique in its own way, building 2 is the largest of the three at roughly 275,000 SF with bays on two sides, North and South and building 3 is the smallest of the three at 111,000 SF. All three buildings are part of one the most advanced and innovative industrial parks of its kind. The convenient location of the Miami gateway significantly reduces transit times for perishable goods arriving from Latin America. Plus, FGLP have designed revolutionary new treatment processes for fruits and vegetables that allows for efficient management of the cold chain, recapturing the vast majority of fumigation gases in an environmentally friendly and safe manner. The process utilizes methyl bromide that is turned from a liquid to a gas and then sprayed into the chambers. After the three buildings were completed, the refrigerated facility and offices were built-out to hold the headquarters for Elite Flowers, an importer/ exporter of flowers worldwide. The build-out consisted of approximately 36,000 SF refrigerated cold storage cooler space with additional 8,500 SF of office (2-story) and 11,800 SF of dry storage. The project was also built along with the overflow cold storage space that included an additional 52,659 SF of cold storage cooler space. The fast track project was completed in record time to be the ready for the busy Valentine's Day. The work areas will be separated into loading, storage, production, and packing sections.



BAPTIST HEALTH DISTRIBUTION CENTER

DORAL, FL

Link Construction Group has completed the new construction of a Centralized Distribution Center for Baptist Health of South Florida. This project is located at 9001 NW 31st Street in Doral, Florida—right across from the Miami Herald Headquarters and Production Facility. Approximately 15,000 SF of the 151,948 SF building are offices.

BHDC was developed by Aligned Properties in a design-developer type project setting and designed by RLC Architects out of Boca Raton. LEED certification by the USGBC is pending.



CROWNE PLAZA FITNESS CENTER

MIAMI, FL

This project entailed the addition of a gym to an existing hotel at the pool deck area. The structure of the existing building had to be reinforced to carry the load of the new gym. This reinforcement required Link to perform work inside the lobby, kitchen and general areas of the occupied hotel while accommodating guests through noise reduction and minimal disturbances.



DOWNTOWN DORAL INFRASTRUCTURE

DORAL, FL

Designed by the civil engineering firm, David Plummer & Associates, the new Doral roadway on Paseo Drive is the center of Downtown Doral, a 120-acre master-planned community developed by Codina Partners. This project is the heart of the City of Doral which is the home to the new Doral City Hall and Downtown Doral Park.



SEABOARD MARINE EXPANSION

MIAMI, FL

Link recently added 42,000 SF to an already existing 166,400 SF warehouse and office space. The project is located at the Prologis Palmetto Tradeport Park and was designed by Boca Raton based RLC Architects. The expansion provided Seaboard rail the ability to bring in containers directly, additional warehouse space and dock doors.

BROWARD HEALTH NORTH 9TH FLOOR CRITICAL CARE UNIT

DEERFIELD BEACH, FL

The project consisted of the complete renovation of the existing Critical Care Unit 9th Floor Wing at Broward Health North. This renovation created a new nurse station, lounge, clean supply, nourishment, and eight critical care units. During the construction process the entire space went through a complete demolition all while keeping the dust under control and additional ICRA provisions as spaces around the CCU were fully operational. This project also consisted of two AHCA construction inspections.



Featured Current PROJECTS

WESTERN FIRE STATION 109

PARKLAND, FL

The Western Fire Station and Public Services Facility will house emergency rescue personnel as well as the future Emergency Operation Center (EOC) for the community of Parkland. The 13,000 square-foot structure has been designed by ACAI Associates to resist category five hurricane force winds and includes steel joist metal deck roofing with light-weight concrete. The apparatus bay will hold three emergency vehicles.



WESTON EMERGENCY OPERATIONS CENTER

WESTON, FL

Saltz Michelson Architects, out of Fort Lauderdale, has designed the new 25,000 SF, three-story structure to allow city staff to respond to an emergency or disaster in a centralized, state-of-the-art location that is designed to withstand a category-5 storm. The new building will also house the city's information technology hardware and building department and will be used daily for code services. The facility is slated to be completed mid-2015.



DOWNTOWN DORAL CHARTER ELEMENTARY SCHOOL

DORAL, FL

Link Construction Group has been contracted by Miami-Dade County Public Schools (MDCPS) for the new construction of a charter school. The Downtown Doral Charter Elementary School will be located in the corner of NW 53rd Street and NW 84th Avenue in Downtown Doral. Zyscovich Architects out of Miami has designed the 53,250-square-foot brand-new, state-of-the-art facility with a much sought-after language program that will serve 800 students. The school will be the first of its kind, built and managed in partnership with Miami-Dade County Public Schools and Codina Partners. The facility will house grades PK-5 and will contain many different aspects not always found in typical elementary schools such as science, art and language arts labs which will include Spanish and French. Technology will include Smart Boards, Smart TV's, and wireless connectivity for student devices such as tablets. The facility will also include a playground for Pre-K and Kindergarteners as well as a new soccer field and parking lot for staff and visitors and is slated for completion mid-2015.

"We are excited to be a part of this development team that will bring great opportunity to children and parents in the community; Downtown Doral a residential community Codina Partners has built", comments Nestor Castellon, Project Executive for Link Construction Group.



Restoring the Past

HIALEAH PARK
RACING & CASINO

Hialeah Park Racing and Casino, a historic landmark, originally opened its doors in the early 1920's, becoming a hot spot for celebrities such as Frank Sinatra and dignitaries like President Harry S. Truman. Purchasing the property in 1977, John J. Brunetti had a vision for Hialeah Park's rebirth. In 2013, a comprehensive plan to support the rich tradition and revitalization of the entire 200 acre property was initiated, invigorating a place to entertain families and adults of all ages and becoming a tourist destination once again. Mr. Brunetti's plan restored Hialeah's historic buildings and verdant gardens, saw the return of horse racing, and created a new entertainment experience for Miami-Dade County and the world. Link completed Phase 1 in August of 2013 and we are pleased to have been chosen again by Mr. Brunetti to complete Phase 2A, 2B and 2C.

Phase 2A is slated for completion in February of this year. This phase entails the build out the existing shelled second floor space for the expansion of the new Poker Room. This will allow for an additional 10 poker tables. Also being built, are new men's and women's restrooms, food service storage, and the expansion of the existing kitchen. At the exterior ground floor's Fountain Terrace, Link will be expanding the existing wood and steel trellis then installing an all new tensioned fabric canopy above. Also, on the ground floor, a new area designated to be the Music Pavilion, which includes a bandstand for performances.

Phase 2B known as the Expansion, Renovations & Related Site Improvements to Clubhouse Simulcast & Middle Grandstand is set to begin March. Scheduled completion will be around the end of 2015. During this phase the first floor will receive new restrooms, utility rooms, a new pit for future escalator, a warehouse, new concrete stairs to access the trackside stands, and a new elevator tower connecting to all floors within the Middle Grand Stand. The second floor, known as the Middle Grandstand, will have new restrooms, utilities, support rooms, and an elevator. The second floor Clubhouse Simulcast will be a new enclosed simulcast, multi-purpose, diner, grab & go and support areas. The third floor will have a restored and renovated skybox apron, creating the Cocktail Terrace Seating, Lounge/Loge Seating and Theater Bar. A complete, new utility infrastructure will be developed throughout the Middle Grandstand & Clubhouse.

Once Phase 2A and 2B are under way, Phase 2C will begin around June, this includes upgrades of the site, architecture, structure, and MEP to the existing paddock building, sound and lighting systems, and new concessions.



SEVENTH AVENUE TRANSIT VILLAGE TOPPED OUT



On November 14th Link Construction Group topped out Atlantic Pacific Communities' new 199,581 SF Seventh Avenue Transit Village project, which spans an entire city block in the heart of Liberty City. The topping off festivities were highlighted with the placement of a ceremonial palm tree and a catered lunch for the entire construction staff. Guests included the development team, project architects, sub-contractors, and Miami-Dade County District 3 Commissioner, Audrey Edmonson. The Seventh Avenue Transit Village is scheduled to open in the third quarter of 2015. The 9-story, 76-apartment unit building will include approximately 152 parking spaces in a structured parking facility. The project will also be a transit village hub to include 5 bus-bays, and office space for Miami-Dade Transit as well as retail spaces. Seventh Avenue Transit is targeting to receive a USGBC LEED Certification for Homes and was designed by Zyscovich Architects from Miami, Florida.

This marquee Liberty City project will also contain a 22,278-SF state of the art Community Theater. This local investment project will not only be revitalizing the Liberty City area but will also create over 300 jobs.

"Housing projects are becoming a developing part of our portfolio as we continue to expand," said Guillermo Fernandez, President of Link Construction Group. "It is exciting to work with organizations that are dedicated to making a difference in people's lives and projects that revitalize our neighborhood communities."



LINK CONSTRUCTION GROUP EVENT PHOTOS



ABC Spring GC Showcase
Hard Rock Hotel and Casino



9th Annual Link Fishing Challenge
Pier 5 Bayside Marketplace



Mercedes-Benz Corporate Run
Bayfront Park



Minority Panel
Broward Health North



Headquarters Walk-Through
New Link Office



ABC/FIU Golf Tournament
Crandon Golf at Key Biscayne



CASF Clay Shooting
South Florida Shooting Club



Hialeah Water & Sewer Ribbon Cutting
Hialeah Water & Sewer Dept. Building



ABC Fall GC Showcase
SunLife Stadium



Community Job Fair
7th Avenue Transit Village



ABC Business Development Night
Sponsored by Link
Sushi Samba



FHEA/AHCA Tradeshow
Hilton Orlando



ALS Ice Bucket Challenge
7th Avenue Transit Village Site



Fire Station Groundbreaking
Parkland Fire Station #109



FIU/OHL Career Expo
FIU Modesto A. Maidique Campus



Link Wears Pink
Breast Cancer Awareness



FIU Cornerstone Awards
Jungle Island Miami



EOC Topping Out
Weston, Florida



7th Ave Transit Village Topping Out
Miami, FL



Link Roast & Toast BBQ
Tropical Park Miami

IN THE MEDIA PRESS, AWARDS, ACCOLADES & MORE

	<ul style="list-style-type: none"> • Top 25 General Contractors - Ranked #9 • Fastest Growing Private Companies - Ranked #11 • Top General Contractor Statewide - Ranked #24 • Top 100 Private Companies - Ranked #32 • Top South Florida Hispanic-Owned Businesses - Ranked #35 • Florida Fast 100 - Ranked #35
	<ul style="list-style-type: none"> • Industrial Project of the Year for the Miami Herald Production Facility
	<ul style="list-style-type: none"> • Excellence in Construction Pyramid Award for the Miami Herald Production Facility and Headquarters
	<ul style="list-style-type: none"> • ENRSoutheast Top Contractor - Ranked # 54
	<ul style="list-style-type: none"> • Link Executive Vice President, Mickey Cerra Receives Cornerstone Award from FIU - OHL School of Construction



Guillermo Fernandez, Craig Woischwill, Mike Quesada, Gus Perez, JC Nieves at the NAIOP Awards



Nestor Castellon, Craig Woischwill, Mike Quesada, JC Nieves, JB Nelson, Gus Perez, Shawn Conn, at the ABC Excellence in Construction Awards

WELCOME 2014 LINK HIREES



Bob West
Vice President of Operations



John Alen
Senior Estimator



Krystle Brackett
Assistant Project Manager



Shawn Conn
Project Manager



Jonathan Cerra
Data Clerk



Joshua Garcia
Communications Designer



Tony Gonzalez
Assistant Estimator



Alicia Hernandez
Assistant Project Manager



Guillermo Hernandez
Superintendent



Imran Khan
Senior Estimator



Ytiel Lopez
Project Manager



Miguel Lopez-Cao
Superintendent



David Malek
Estimator



Eric Nave
Project Controls Manager



Norberto Nunez
Assistant Project Manager



Gaby de Orozco
Preconstruction Assistant



Rudy Villanueva
Assistant Project Manager



Adriana Vinas
Project Manager



7003 N. WATERWAY DRIVE
 SUITE 218 | MIAMI, FL 33155
 TEL: 305.665.9826
 FAX: 305.665.9826



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 January 2015



YOUR LINK TO BUILDING A STRONGER FUTURE

City of Miami Springs Community Center
 Miami Springs, Florida



Guillermo Fernandez, President and Miguel Cerra, Executive Vice President, incorporated Link Construction Group on April 16, 2001. Since its inception, Link Construction Group has been providing superior services in all segments of the construction market, including Healthcare, Retail, Commercial, Industrial, Educational, Public, Financial, Parks, Gaming, Low-Income Housing Communities and Multi-Family Developments. Their combination of extensive experience and an unparalleled work ethic have enabled Link to continue their growth in the South Florida construction marketplace.