

June 20, 2002

Mr. Walter Bohorfoush  
Chief Appraiser, North Atlantic Division  
U.S. Army Corps of Engineers  
1099 Winterson Parkway, Suite 160  
Linthicum, Maryland 21090

Dear Mr. Bohorfoush:

We are pleased to submit the qualifications for Advisory and Assistance Services for Army Property Leasing Efforts in the North Atlantic Region.

We have assembled an outstanding team of individuals highly experienced in the development of solicitation documents for potential developers, developer selection /leasing process, real estate development and public/private partnerships.

The team has been working together in evaluating developer proposals at the U.S. Soldiers' and Airmen's Home and includes:

- Bay Area Economics (BAE), a development economics firm with a long history of market and financial analysis and structuring public/private partnerships, including the US Department of Veterans Affairs' Enhanced-Use Leasing program.
- Paul J. Fegelson, Esquire, a respected real estate lawyer with in-depth experience negotiating complex real estate transactions, including public/private partnerships such as the Portal Sites in Southwest Washington.
- Millennium Real Estate Advisors, headed by Stuart Smith, MAI, former Executive Director of the General Services Administration's Public Building Service and former Senior Budget Examiner for the Office of Management and Budget.
- Cannon Design, a full-service architectural, engineering and interior design firm with 5 offices in the North Atlantic Region, recognized for design excellence and technological innovation.

Our team encompasses the full range of skills and experience needed to assist the US Army in developing successful partnerships for lease of properties, no longer needed for Army purposes.

Sincerely,



Eduard Royzman, PE  
Principal

## **Statement of Work**

### **Advisory and Assistance Services for Army Property Leasing Efforts in North Atlantic Region**

#### **1. Background**

U.S. Army Corps of Engineers, Appraiser Branch, North Atlantic Division request advisory and assistance services.

The purpose of this service is to assist U.S.Army with cost estimating, financial and architectural/engineering and legal analysis services for:

- Phase 1 - Evaluation of the existing property proposed for development;
- Phase 2 - Development of notice of availability to lease (NOL), evaluation of developer proposals and developer team, assistance in negotiations;
- Phase 3 - Review of conceptual, schematic, design development and construction documents from selected developer, and evaluation of any legal, financial or other issues associated with the proposed development.

The scope of services for each project (base) will vary depending on property type and size, and services requested by individual garrisons.

#### **2. Phase 1 Services**

##### **Evaluation of the existing property proposed for development**

The consultant must be able to develop a due diligence report for the land and/or building structure proposed for privatization.

Due diligence evaluations shall offer a single-package evaluation that provides the potential developer the information that is necessary to understand the physical nature of the property. The site/building will be characterized in terms of environmental conditions, size, type of construction, condition of building structure and systems, availability and adequacy of utilities. Photographic documentation shall be integrated into the text of the report to correlate the analysis and details provided in the report text with the physical evidence of the conditions observed on site.

The following services may be provided for the property evaluation to respond to the special site conditions:

- Phase I and II Environmental Evaluations
- Soil and Water Analysis
- Asbestos Surveys and Assessments
- Air Monitoring
- Thermography
- Structural Seismic Evaluations
- ADA Evaluations
- Certified Roofing Inspections
- Infra-red Scans

Due diligence evaluation shall be accompanied by a statement of probable costs of required repairs and replacement costs and a projection of anticipated capital expenditures based on the potential property utilization.

### **3. Phase 2 Services**

#### **Development of Notice of Availability to Lease**

Assist in developing guidelines and restrictions for future use, including urban design, use restrictions, engineering guidelines, security requirements, force protection or other factors. Where appropriate, specific urban design standards will be developed for the solicitation document.

The consultant may be asked to evaluate or assist in the evaluation of the financial implications of alternative solicitation requirements (e.g., urban design, use guidelines or use of “bridging” documents) and advise the terms under which properties will be offered to private developers/users.

The consultant will have the ability to assist in preparing the solicitation document, including specifying required information to be submitted, architectural/engineering requirements and forms for submission of financial analyses.

#### **Evaluation of developer proposals and developer team**

The consultant must have the proven ability to provide a technical review of each proposal including market and financial feasibility, design feasibility, potential return to the U.S. Army and the development team capabilities:

- **Review for Completeness and Questions** – Immediately review each proposal for completeness, identify any gaps in the information provided and list questions and clarifications required from the offerors.
- **Market Feasibility** – Review the market analysis submitted by the offerors to determine whether the market data provided are consistent with other available information and whether they indicate adequate support for the proposed development. If the market analysis does not support the developer’s absorption and lease rate projections, consultant shall estimate an absorption pace and lease rate consistent with the market data and identify any significant market risks and concerns.
- **Development Team Experience and Qualifications** – Review the experience of the proposed development team and evaluate the team’s capability to develop or reuse the Army property successfully. This will include review of the development team’s financing commitments; check project references for team members to determine their performance on those past assignments.
- **Design and Engineering Review** – Evaluate the proposed site infrastructure modifications and architectural design. Review program and design documents for codes, standards and regulations compliance, program and prospectus compliance, technical and architectural performance and coordination.

- **Cost Estimates** – Review the offerors’ project cost estimates and provide an independent estimate of the cost of site development and/or building construction.
- **Financial Feasibility** – Review the financial proposal for legal sufficiency and consistency with the market analysis. Prepare two financial pro formas and cash flow analyses – the first showing cash flow under the market assumptions and cost estimates provided by the developer and the second showing cash flow under consultant market assumptions and cost estimates developed by the consultant.
- **Financial Return** – Using the two financial analyses, the consultant shall project the potential return to the Army given the developer’s financial proposal, projecting both the amount and timing of revenues. Specific risks to the Army should be identified and recommendations on risk minimization will be developed.
- **Report and Matrix Evaluation Inputs** – Develop a memorandum documenting the market and financial analyses, architectural/engineering review and the development team capabilities assessment. Provide a matrix evaluation that allows easy review of the proposals’ findings. A schedule and timing of development shall be provided based on the financial analysis.
- **Negotiations** - During the negotiations phase, the consultant shall be available to recommend negotiating positions for the U.S. Army, meet with decision-makers to answer economic questions, project future returns to the Army from the final agreement, estimate the cost implications of any changes in development program as support for the negotiating team.

#### **4. Phase 3 Services**

##### **Review of design, financial and legal documents from selected developer during project development**

The consultant shall be available during the project development process to review conceptual, schematic, design development and construction documents from selected developer to ensure that the defined quality is achieved in the proposed construction and evaluate of any legal, financial or any other issues associated with proposed development.

#### **5. Fee Proposal Development**

**Phase 1** – Based on property privatization definition for specific base, the consultant shall prepare a Fee Proposal for evaluation of the existing property proposed for privatization (item 2 in services description), indicating disciplines required, number of hours required for each discipline, and other direct cost expenses such as travel, per diem, printing, etc. The fee proposal must be approved by the appropriate individual within the North Atlantic Division of the U.S. Army Corps of Engineers.

**Phase 2** – Based on completed existing property evaluation report and request from the garrison, the consultant shall prepare a Fee Proposal for service listed as item 3 in services description, indicating disciplines required, number of hours required for each discipline, and other direct cost expenses such as travel, per diem, printing, etc. (subject to approval of the North Atlantic Division of the U.S. Corps of Engineers).

**Phase 3** – Based on completed developer selection process and request from the garrison, the consultant shall prepare a Fee Proposal for services listed as item 4 in services description, indicating disciplines required, number of hours required for each discipline, hourly rates and other direct cost expenses such as travel, per diem, printing, etc. (subject to approval of the North Atlantic Division of the U.S. Corps of Engineers).

## Profile

Founded over fifty years ago, Cannon Design is an international architectural, engineering and interior design firm recognized for design excellence and technological innovation. Known for performance and dedication to client service, we operate under a “single firm, multi-office” concept - one firm practicing through regional centers with offices in Baltimore, Boston, Buffalo, Chicago, Jacksonville, Los Angeles, New York, St. Louis, and Washington DC. Our staff of 500 serves clients across North America, Europe, Asia, and the Middle East.

### Our Mission

Our mission is to plan and design buildings and their interiors that promote productivity, enhance the quality of life of users and visitors and contribute value to the environment. We believe good design is the physical expression of sound ideas, imagination and creativity. Rather than work from a predetermined approach, we strive to create environments that are a thoughtful response to their program mission, physical setting and functional purpose. A guiding principle of Cannon Design is that each project reflect the spirit and personality of its owner.

### Our Philosophy

Cannon Design's practice is based upon the philosophy of comprehensive service, providing our clients with a single point of responsibility. By bringing architecture, interior design and engineering together in a single organization, we ensure efficient and effective service. Conceptually, we believe the building sciences of architecture and engineering cannot be separated. Engineering is an integral part of building design, providing the technological framework that transforms architectural concept into a safe, comfortable and functional place, efficient to operate and easy to maintain.

### Our People

Our reputation for excellence is built on a foundation of superior resources and capabilities - our people - and on their ability to apply the best skills to the realization of client goals. We are committed to the principle of multi-disciplinary teamwork and the achievement of added value for our clients. At Cannon Design, we strive to add value by aligning ourselves with our clients' goals and objectives, to aid and contribute to our clients' success by enhancing their productivity, process, product quality or cycle time. This kind of partnership fosters an environment that leads to the achievement of clients' goals in all assignments we undertake. Our performance can best be measured by our long-standing client relationships and the professional recognition of more than seventy-five awards granted by our peers.

### Our Commitment

We at Cannon Design have defined our mission clearly with a focus on quality - ever mindful that the ultimate measure of quality is always client satisfaction. As a quality leader, we seek to serve other quality leaders, working continuously to advance the state of the art, contributing to the built environment and quality of life of the people for whom we create living and working spaces. In every case, our goal is to build a long-term relationship based on client confidence and trust in our performance.



## Services

A strong team of complementary professionals is essential for success in today's complex planning, design, and building environment. For this reason, Cannon Design is committed to the principle of multi-disciplinary teamwork. By assembling multiple disciplines within our organization, we provide our clients with a single point of responsibility, accountability, coordination, and communication for all required work.

### Planning

- Master Planning
- Urban Planning
- Feasibility Studies
- Strategic Planning

### Architecture

- Facilities Survey and Evaluation
- Building Design
- Facilities Rehabilitation and Renovation
- Restoration and Preservation

### Interior Architecture

- Programming and Space Planning
- Interior Design
- Furniture and Furnishings
- Graphic, Signage, and Art Programs

### Engineering

- Electrical
- Mechanical
- Structural
- Telecommunications

### Landscape Architecture

- Site Evaluation
- Site Development
- Zoning Assistance
- Planting and Horticultural Design

### Specialty Services

- Program Management
- Cost Estimating
- Critical Path Scheduling
- Value Engineering

### Purpose

To be one of the finest design and project delivery firms in the world, contributing to a built environment that enhances human culture, improving the quality of life wherever we work. To endure over successive generations of leadership and management.

### Core Values

- Honesty, integrity, fairness and courage.
- Clients are our most important partners.
- Experimentation, creativity and innovation.
- Work within the business culture and practices of our organization.
- Promote an “elite spirit” in everything we are and do.
- Collaboration, mutual support, caring and respect for people.

### Goals

- To be recognized by our clients and peers as the most admired firm in our profession.
- To be lauded as a firm led by acknowledged experts in our target markets.
- To create a unified, stimulating and rewarding environment that makes outstanding people fight to join and love to stay.

### Guiding Principles

- We are a firm without walls. Our regional centers are linked in a common union with common purposes as if all our people were based in a single location.
- We seek to work with clients who share our commitment to quality, and foster the development of long-term relationships based on the trust we earn through our performance.
- We seek to align ourselves with our clients’ goals, delivering services that consistently meet their quality, schedule and cost objectives.
- We commit ourselves to a process of continuous quality improvement, using the power of our imagination, knowledge, and experience to contribute to our clients’ success.



## ABOUT BAE

Since 1986, BAE has focused on **The Economics of Place**™, providing comprehensive real estate analysis and urban development services to public, private, non-profit, and institutional clients throughout the U.S. BAE is headquartered in Berkeley, California, with additional offices in Silver Spring, San Francisco, and the Sacramento region.

Our services have supported over \$5 billion of real estate activity from pre-development through disposition. We have contributed to successful projects that span a full range of uses including housing, mixed-use development, retail and commercial revitalization, business and industrial parks, transit-oriented and pedestrian villages, live/work, and community facilities. Consulting services provided by BAE include:

- Public/Private Transactions
- Development Feasibility
- Affordable Housing and Community Development
- Economic Development and Revitalization
- Smart Growth and Sustainable Development
- Strategic Long Range Planning
- Fiscal and Economic Impacts

One of our areas of particular expertise is in housing, including both affordable and market rate project types. We have analyzed development feasibility for affordable housing, downtown housing, transit-oriented housing, elderly housing, luxury subdivisions, condominium conversions, SROs, special needs housing, and employee housing programs. *The California Affordable Housing Cost Study* (1993) received an American Planning Association, California Chapter award for excellence for a focused planning issue. Other housing policy experiences include a statewide study for the Florida Housing Finance Corporation to ensure that its project funding criteria favored in-fill developments in older, established neighborhoods. For the Oregon Committee to Study Housing Affordability, BAE analyzed the factors leading to rapid housing price increases in Oregon. We prepared the housing market and needs assessments of Consolidated Plans for Massachusetts' North Suburban Consortium (Arlington, Chelsea, Everett, Malden, Medford, Melrose and Revere), the City of San Francisco, the State of Washington and the City of Reno, Nevada. For the Housing Authority of the City of Hartford, Connecticut, we analyzed the citywide housing market as the basis for asset management decisions about replacing demolished units. BAE led a multi-disciplinary team to develop an asset management strategy for the Albany (NY) Housing Authority.

BAE has been very active in community economic development, preparing strategies for revitalizing neighborhood commercial districts and for supporting new business development. Some of our assignments have involved strategies to attract a grocery store to a low-income neighborhood or to otherwise meet the food shopping needs of neighborhood residents.



Our planning and economic development consulting often involves in-depth community involvement provided through close working relations with a steering committee or through public visioning sessions. The neighborhood revitalization strategy for Norfolk's Park Place was developed by the community with BAE's help during a four-day charrette. To ensure that the plan reflected community interests and had community support, BAE conducted a long series of community meetings in developing the Phoenix empowerment zone application.

In addition, we have developed unique expertise in several non-place aspects of urban development including technology transfer, food policy, child care and social services planning, local government budgeting/performance measures and economic sustainability.

BAE's staff members have backgrounds in a number of disciplines including real estate development, city planning, geography, marketing, architecture, and public policy, typically with a Masters degree. Every staff member has advanced computer skills, enabling us to integrate on-line databases, GIS, presentation graphics, and spreadsheet models into our assignments. Members of the staff belong to the American Planning Association, the International Economic Development Council, the National Congress for Community Economic Development and the Urban Land Institute.

BAE is strongly committed to innovation in the field of urban development. We strive to establish a close working relationship with every client, seeking balanced solutions to today's development and revitalization challenges.

The outstanding quality of our work has been recognized by the American Planning Association (APA) through numerous awards for excellence.



## **AWARDS FOR EXCELLENCE**



**NASA Ames Research Park Economic Development Workbook**  
2000 Focused Issue Award  
Northern California Section, American Planning Association



**Woodland East Street Corridor Plan**  
1999 Award for Implementation, Small Jurisdiction  
Central Valley Chapter, American Planning Association



**Stockton Waterfront Revitalization Strategy and Action Plan**  
1996 Award for Implementation, Large Jurisdiction  
California Chapter, American Planning Association



**Sacramento Waterfront Specific Plan**  
1996 Award for Comprehensive Planning  
California Chapter, American Planning Association



**Presidio Main Post Marketing Campaign**  
1995 Award for Excellence, Special Purpose Brochure  
National Association of Installation Developers



**The California Affordable Housing Cost Study**  
1994 Focused Issue Award  
California Chapter, American Planning Association



**Downtown Lemoore Revitalization Plan**  
1994 Planning Implementation, Small Jurisdiction Award  
National American Planning Association



**Downtown Larkspur Revitalization Plan**  
1992 Comprehensive Planning: Small Jurisdiction Award  
Northern California Section, American Planning Association



**San Jose Housing Initiative**  
1991 Planning Advocacy Award  
Northern California Section, American Planning Association



## **Firm Experience**



### **Developer Competition for Surplus Land Disposition**

#### *United States Soldiers' and Airmen's Home*

Located in Northwest Washington, D.C., the U.S. Soldiers' and Airmen's Home (USSAH) is a retirement facility for veterans of the Army and the Air Force. Within its extensive land holdings are 49 acres of land no longer needed to support the USSAH's mission. BAE is evaluating developer proposals received in response to a solicitation issued by the USSAH. The evaluation includes review of market support for proposed residential and commercial development, evaluating developer experience, quantifying the potential ground lease payments and identifying the potential risks to the Home.

### **Developer Solicitation, Transaction Structuring, and Development Agreement for Public/Private Partnership to Develop San Francisco Hotel**

#### *San Francisco Municipal Railway, CA*

For this key site at Mission and Steuart near the waterfront in downtown San Francisco, BAE assisted the public agency owner in soliciting developer interest for a landmark boutique hotel. We then analyzed the financial feasibility of proposal submittals and interviewed proposers to select the most qualified team. After selecting a developer, BAE led the negotiating team on financial structuring and deal terms for MUNI and the City. Working with representatives of the City Attorney's Office, BAE structured business terms and conditions, structured ground lease payments, and resolved financial partnership issues. This work resulted in an agreement for more than \$300 M in ground lease payments to MUNI over a 65 year term. The project, a 100 room loft-style boutique hotel, is currently under pre-development and scheduled to open in 2003. BAE has also been selected to provide similar services for the next MUNI surplus site located at Fisherman's Wharf (Kirkland site, project pre-development underway).

### **Somerville Industrial Property Developer Solicitation**

#### *U.S. Department of Veterans Affairs*

BAE conducted an extensive reuse and redevelopment study for this federally-owned property in Somerville, NJ. The site, with over one million square feet of World War II-era warehouse space, is constrained by limited roadway access. BAE led a team of engineers, architects, and surveyors to assess the site's physical condition, and BAE analyzed the market and financial development potential for retail, office, and industrial uses. Based on the analysis, reuse of the existing warehouses was determined as the highest and most feasible use. BAE then pre-marketed the property through targeted mailings, contacts with area brokers, and open houses. BAE contributed to the formal developer solicitation and participated in the evaluation of developer proposals. The property has been transferred to a private developer for reuse and redevelopment.



### **Presidio Developer Solicitations**

#### *National Park Service*

BAE prepared several detailed developer/tenant Requests for Proposals and supported the selection processes during the early stages of conversion for this 1,200 acre urban park with more than 5 million square feet of primarily historic structures. BAE's work included solicitation preparation, marketing, and selection advisory services for the Letterman/LAIR hospital and historic structures, the 1,200 unit Presidio housing inventory, the 350,000 square foot Main Post building collection, and the park's recreational facilities (swimming pools, child care, and bowling). For the Main Post solicitation, BAE's work resulted in receipt of 59 qualified tenant proposals, which oversubscribed available space by a factor of four times.

### **Piers 27-31 Recreation/Mixed-Use Financial Analysis & Development Proposal Review**

#### *Port of San Francisco, CA*

For this 350,000 square-foot facility, BAE led a team of economists, planners, and transportation experts in evaluating two major development proposals. One proposal sought to create a West Coast version of Chelsea Piers, a successful recreation-oriented pier reuse project in New York City. The other proposal teamed the San Francisco YMCA with a major retail/mixed use developer (Mills Corporation) to create a unique waterfront mixed-use project. For each proposal, BAE analyzed the financial returns to the Port of San Francisco from ground lease revenues, the development and market risks posed by each project, the feasibility of reusing historic pier sheds and structures, and the track record of prior development projects and development team experience.

### **Historic Landmark Marketing and Disposition**

#### *Stockton Redevelopment Agency, CA*

This project involved the marketing and disposition of a historic downtown landmark, the Hotel Stockton, which was built as a hotel and converted to office space in the 1960s. Our work included formulation of a marketing strategy, identification of target markets, preparation of an extensive mailing list, preparation of eye-catching marketing materials, interaction with interested parties, and selection of a development group.

### **Development Agreements, Strategic Planning, and Real Estate Advisory Services for NASA Ames Research Center**

#### *NASA*

BAE is currently assisting NASA with reuse and redevelopment of Moffett Field, a major facility located in the heart of Silicon Valley, including negotiation support for a major 350,000 square foot office and research building through a public/private partnership. Our services have include evaluating the potential to attract key high-tech and bioscience corporations to a collaborative R&D campus, formulating a financing plan, negotiating partnerships, and formulating an innovative economic development strategy based on input from the region's premier public, private, nonprofit, and university research institutions. NASA Ames is one of the agency's world-class research facilities, dedicated to furthering our capabilities for space exploration, astrobiology, and computing technologies. BAE is currently negotiating the development agreement on behalf of



NASA with a consortium of developers, universities, and aerospace companies to create a 21<sup>st</sup> century business park.

### **Richmond Transit Village Development Advisory Services**

#### *Richmond Redevelopment Agency and BART*

The Richmond BART station offers a unique opportunity for transit village development, due to its location at the center of downtown Richmond, as well as its status as the only combined BART and Amtrak station. BAE's work to facilitate development of this Transit Village commenced with a development feasibility study for four parcels surrounding the Richmond BART station. Work included market analyses, review of successful transit-oriented development projects, outreach to 15 interested developers and organizations, schematic land use and design plans, and a financial analysis of three alternatives. Public participation was incorporated via three workshops. The Richmond Transit Village Plan was adopted by City Council, and formed the basis of subsequent grant awards for \$7 M of station improvements. BAE then assisted the Redevelopment Agency with a developer solicitation process, including preparation of marketing materials, and site marketing. BAE served as the financial advisor during the selection of the developer. This project is currently in pre-development with the development team of Olsen Company and Calthorpe Associates.

### **Treasure Island Developer Solicitation Follow-Up**

#### *Treasure Island Development Authority*

BAE is currently assisting the Treasure Island Development Authority (TIDA), the agency charged with redeveloping the former military installation in the middle of San Francisco Bay, with a follow-up to the original developer solicitation in preparation for re-issuing it. The original solicitation, prepared by in-house staff, garnered two responses, with only one was deemed "qualified." In order to improve on the response rate, BAE has been engaged to interview interested parties who did not submit, and assist TIDA staff with follow-up marketing enhancements.

Prior to joining BAE, Anita Morrison participated in a wide range of developer solicitations in Washington and elsewhere around the country.

### **Public-Private Development**

#### *Pennsylvania Avenue Development Corporation*

As economic and real estate advisor to the Pennsylvania Avenue Development Corporation from 1981 to 1996, Ms. Morrison analyzed the market potential for office and residential development, tested the financial feasibility of development on PADCO-owned sites, set terms of land offerings to developers, evaluated developer proposals and quantified the likely return to the Corporation. These projects included:

- Willard Hotel - Restoration of the historic hotel and expansion to include new office space.
- Market Square - A mixed-use development with 210 housing units, 585,000 square feet of office space and 104,000 square feet of retail space.



- The Pennsylvania - New development with 150 residential units and 175,000 square feet of office and retail space.
- National Place - A major mixed-use development incorporating the 774-room J.W. Marriott Hotel, the Rouse Company's Shops at National Place, 418,000 square feet of office space and the National Theatre.
- The Lansburgh - Redevelopment of historic department store building for 385 housing units, retail space and The Shakespeare Theatre.
- Market Square North - A residential and office development north of the Avenue.

### **Portal Sites Development Negotiations**

#### *District of Columbia Redevelopment Land Agency*

Ms. Morrison evaluated the economic benefits and financial feasibility proposals of three development teams seeking the rights to develop the Portal Sites in southwest Washington, D.C. Following selection of one developer by the Redevelopment Land Agency, she served as a member of the City's team negotiating the land disposition agreement for this \$700 million project. Programmed uses include 1.9 million square feet of office and retail space and a 500-room business hotel.

### **Ronald Reagan Federal Building Developer Competition and Financing Strategy**

#### *Pennsylvania Avenue Development Corporation*

The Federal Government's second largest office building, the new Ronald Reagan Federal Building, was developed in response to a high-level developer competition conducted by the Pennsylvania Avenue Development Corporation. In preparation for the developer competition, Ms. Morrison conducted an extensive analysis of potential financing approaches for lease/purchase projects. Drawing on the experience of several Wall Street investment houses, she recommended a securitized financing approach by which project funds would be raised on the strength of the Government's long-term lease commitment. She then evaluated the economic aspects of each developer's proposal as input to the Board's selection.

### **Veterans Affairs' Development Leases**

#### *Department of Veterans Affairs*

The Department of Veterans Affairs' new Enhanced Use Lease program allows the VA to make available its surplus lands for private development in return for lower-cost construction to meet VA facility needs. Ms. Morrison assisted the Office of Acquisition and Facilities in preparing the Request for Proposals for a project at the Veterans Affairs Medical Center in Houston. Six developers submitted proposals to develop surplus VA land for housing, retail and office uses and to construct a new facility for the Veterans Benefit Administration. She developed a detailed financial model to test the potential cost and return to the VA and evaluated the potential market and non-performance risks under each proposal.



### **Developer Solicitation and Proposal Evaluation**

#### *Denver Urban Renewal Authority*

Ms. Morrison assisted the Denver Urban Renewal Authority (DURA) in its competition for a convention hotel to support its new convention center. Ms. Morrison contributed to the developer Request for Qualifications and the Request for Proposals to ensure that DURA received sufficient information upon which to base its developer selection. She analyzed the developer proposals in terms of their market and financial viability, their need for public subsidy, the potential return to DURA and the risks associated with each proposal.

### **Ground Lease Negotiations**

#### *Calvary Baptist Church*

In Downtown Washington, D.C., Ms. Morrison represented Calvary Baptist Church in its negotiations with a private developer. The church elected to ground lease its adjacent surplus property for private development in order to generate an endowment for church renovation and missions. She tested the developer's financial offers and recommended counter-offers. The negotiated ground lease includes a base rent, a sharing in project cash flow and periodic reappraisals to assure that the ground rent continues to reflect the current land value.

### **Real Estate Advisory Services**

#### *District of Columbia Department of Housing and Community Development*

On retainer to the District of Columbia Department of Housing and Community Development, Ms. Morrison provided real estate advice on its land disposition negotiations with private developers. Developer proposals are analyzed and critiqued with specific alternatives proposed which would better protect the public interest and provide for a fair return to the agency. The projects included the redevelopment of the McMillan Reservoir site and a major mixed-use project proposed for construction in the air rights above I-395.

### **Leasing Program Review and Recommendations**

#### *National Park Service*

In response to the “reinventing government” mandate to operate in a more businesslike fashion and generate greater revenues, the National Park Service sought to expand upon its existing efforts to lease historic and other excess properties not required for park interpretation. Ms. Morrison carried out seven case studies to identify barriers and practices which had inhibited the existing program for historic building leasing. Based on those case studies and her experience with private real estate development, she recommended significant changes to make the process more closely reflect private-sector practices.



## References

### *United States Soldiers' and Airmen's Home Developer Selection*

Mr. Frank Palmer or Mr. Peter Gillispie  
U.S. Army Corps of Engineers, Appraisal Branch  
410 962-3101 or 410 962-5190

### *Pennsylvania Avenue Development Corporation Developer Competitions*

Mr. M. J. (Jay) Brodie  
Executive Director  
Baltimore Development Corporation  
410 837-9305

### *Department of Veterans Affairs Disposition of Surplus Somerville Depot*

Mr. Edward L. Bradley III  
Project Manager  
Department of Veterans Affairs  
Office of Facilities Management, Asset & Enterprise Development Office  
202 565-4307

### *Portal Sites Developer Competition and Negotiations*

Mr. Joseph R. Bender  
Former Director, Development Services Division  
D.C. Office of Business and Economic Development  
301 299-0022

# MILLENNIUM

REAL ESTATE ADVISORS, INC.

4590 MacArthur Blvd.  
First Floor  
Washington, D.C. 20007  
202-298-6712  
202-298-6713 (Fax)

Thank you for your interest in **MILLENNIUM REAL ESTATE ADVISORS**. We are an interdisciplinary group of real estate professionals active in the valuation of real property and in consulting and advising clients regarding decisions throughout the life-cycle of an asset.

Our clients include financial institutions, conduits, attorneys and accountants, private developers, and federal and local governments as well as not-for-profit housing organizations.

**MILLENNIUM REAL ESTATE ADVISORS** offers the following services:

- National and local **appraisal services** for financing, purchase/sale, litigation support, tax appeals, portfolios, REIT's and estate valuations (including partial interests).
- **Advisory services** where we take a tactical life-cycle approach to your real estate needs to include financial and market analysis as well as fiscal impact and rental studies.
- **Brokerage consulting** where we work in support of your brokerage activities on either side of the transaction -- including locational studies, physical inspections, site studies and financial and market analyses.
- **Market analysis** where we endeavor to bring to the table more than a simple survey of current conditions and seek to portray future levels of demand and pricing based on underlying trends in the area. These analyses support demand and supply studies, highest & best use studies, alternate use analyses and valuations.
- Support of the **Affordable Housing / Not-for-Profit Housing Industry**. Here we have developed a series of products specifically oriented to the housing and community development and affordable housing programs. We are active in neighborhood and market analyses, asset management studies, valuations, workouts and financial analysis. We serve as consultant to local not-for-profits to provide development assistance for new market-based and subsidized housing.

**PRINCIPALS AND TEAM LEADERS INCLUDE:**

**Stuart I. Smith, MAI**, who has over 20-years of experience in real estate analysis to include service as the Executive Director of the General Services Administration's, Public Building Service, manager of the Washington DC valuation office for a major national company, and president of Millennium. He is also a member of the AFL-CIO, Appraisal Guild #44.

**Richard O. Haase, MAI, CRE**, formerly Commission of the GSA Public Buildings Service, Vice President for valuation and analysis at the JERobert Company, and principal in Millennium. Mr. Haase has an extensive practice in the valuation of fractional interests and as an active counselor and investor in real estate for over 30 years. He is also a member of the AFL-CIO, Appraisal Guild #44.

**J. Denis Gathman, CRE, MAI**, is a senior professional focusing on commercial analysis, evaluation and appraisal of complex properties. His experience includes asset management, acquisition strategy, valuation and evaluation of real property assets.

**Gregory Becker**, senior appraiser with extensive experience in portfolio analysis and financial modeling. He was a former Budget Director for Carr America and has worked for both Arthur Anderson and Deloitte & Touche in their valuation practices.

**Janet Goldberg, MPA**, with 25 years of experience in the real estate field, has most recently targeted her practice to focus on feasibility & housing studies, community redevelopment and fiscal impact analyses. She has completed a wide-range of market studies and appraisals ranging from individual retail stores, to housing redevelopment efforts, resort communities, and multi-phase/multi-use comprehensive development plans.

**Leslie Hippert, JD**, who manages the Arizona advisory/consulting practice. She specializes in the analysis of hospitality and resort properties throughout the southwest and elsewhere and routinely performs partial-interest valuations for a variety of clients.

**RECENT 'MARQUE' ASSIGNMENTS INCLUDE:**

- The Garlands of Barrington, a new \$100 million CCRC being constructed just outside of Chicago.
- Appraisal of selected housing assets (~5,600 units) plus vacant developable land at Fort Hood, Killeen, Texas.
- Appraisal of selected housing assets and the valuation of the government's equity contribution to the redevelopment of housing in Fort Meade, Maryland.
- 5-year Strategic Plan for the Housing Authority of Cumberland, Maryland
- Appraisal of a ~70 acre residential site for the US Army Corps of Engineers in Jersey City, New Jersey.
- Market Analysis of HUD-owned property in St. Louis, Missouri
- Brokerage consulting for the Florida Rock Development Company in southeast Washington, DC
- Commercial Corridor Market Analysis, Greenville, South Carolina
- Valuation of a ~1,100 mile right-of-way on behalf of the Wisconsin Power & Light Company.
- Market analysis & appraisal of a 1,600 acre resort development, Cape Charles, Virginia.
- Valuation of a ~1,500 mile right-of-way on behalf of the Texas Municipal Power Company.
- Appraisal of the US Soldier's and Airmen's Home.
- Private sector partner in the redevelopment effort of the Yuma Proving Grounds, Arizona.
- Various valuations in support of litigation centering on contamination, damages, takings, bankruptcy and estates.

For additional information on MillenniumM Real Estate Advisors, you may want to visit our web site at [www.mrea.net](http://www.mrea.net).

**MILLENNIUM**  
REAL ESTATE ADVISORS

*The following is a partial listing of local and institutional clients:*

***Banks***

BB&T  
EagleBank  
Cardinal Bank  
United Bank  
Chevy Chase Bank  
First Union  
Sovereign Bank of New England  
First Maryland  
Colombo Savings Bank  
BankBoston  
Boston Safe & Trust  
Midland Loan

***Developers/Owners***

Oliver Carr Company  
Spring Hill Lake Associates  
Clark Real Estate Advisors  
Charles E. Smith Companies  
Laszlo N. Tauber  
AIMCO  
IBG  
Greenebaum and Rose  
EastBank  
Lerner Corporation  
Perkins Companies  
Miller Companies  
Vale Lake, USA

***Government Agencies***

General Services Administration  
Department of Justice  
Department of the Army  
Department of Defense  
Office of Personnel Management  
Administrative Offices of the Courts  
General Accounting Office  
District of Columbia Housing Authority  
Corps of Engineers  
DC RLA & NCRC

***Institutional Clients***

Legg Mason  
Sumitomo  
UBS/Warburg  
PM Realty  
Allied Capital  
JE Roberts Company  
Goldman Sachs  
Morgan Stanley  
Insignia  
C&W Financial Services  
CB Commercial Financial Services  
PWC  
Bank of America (CMBS)  
Bayerische Landesbank  
Ferris Banker Watts

***Professional Groups***

Ober, Kaler, Grimes & Shriver  
Regardie, Brooks & Lewis  
Dunnels Duval  
B'nai Brith  
Holland & Knight  
Tucker Flyer  
Wickwire Gavin  
Slover & Loftus  
Wilkes Artis  
Williams, Mullen  
Ballard, Spahr, Andrews & Ingersoll  
Weschler, Selzer, Gurvitzh  
Katten Muchin & Zavis  
Keck, Mahin & Cate  
Whiteford, Taylor & Preston  
Shulman, Rogers, Gandal, Pordy & Ecker  
Dickstein, Shapiro & Morin  
Aronson Fetridge & Weigle  
Howrey & Simon  
Patton Boggs

<b>STANDARD FORM (SF) 254</b> Architect-Engineer And Related Services Questionnaire for Specific Project	<b>1. Firm Name/Business Address:</b> <div style="text-align: center; color: red; font-weight: bold; font-size: 1.2em;">CANNON DESIGN</div> 3299 K Street, NW, Suite #500 Washington, DC 20007				<b>2. Year Present Firm Established</b> 1945	<b>3. Date Prepared</b> January 18, 2002		
	<b>4. Specify type of ownership and check below, if applicable.</b>							
	<input type="checkbox"/> A. Small Business							
	<input type="checkbox"/> B. Small Disadvantaged Business							
<input type="checkbox"/> C. Woman-owned Business								
<b>5. Name of Parent Company, if any:</b> Cannon Design			<b>5a. Former Parent Company Name(s), if any, and Year(s) Established:</b> The Cannon Partnership - 1945 Cannon Design – 1974					
<b>6. Names of not more than Two Principals to Contact:</b> 1) Eduard Royzman, PE 2) Bruno B. Freschi, OC, AIA, FRAIC			<b>Title/Telephone</b> Principal/202-337-6022 Design Principal/202-337-6022					
<b>7. Present Offices: City / State / Telephone / No. Personnel Each Office</b>								
<u>City</u>	<u>State</u>	<u>Telephone</u>	<u>Staff</u>	<u>City</u>	<u>State</u>	<u>Telephone</u>	<u>Staff</u>	<b>7a.Total Personnel</b> <u>514</u>
Boston	MA	617-742-5440	67	New York	NY	212-972-9800	40	
Grand Island	NY	716-773-6800	181	St. Louis	MO	314-241-6250	53	
Jacksonville	FL	904-358-7771	15	Washington	DC	202-337-6022	49	
Los Angeles	CA	310-445-5800	67	Chicago	IL	312-346-2270	14	
Baltimore	MD	410-385-5600	10	Victoria	BC	800-230-7388	18	
<b>8. Personnel by Discipline: (List each person only once, by primary function.)</b>								
<u>110</u> Administrative	<u>16</u> Electrical Engineers	<u>    </u> Oceanographers	<u>26</u> Construction Administrators					
<u>245</u> Architects	<u>2</u> Estimators	<u>    </u> Planners: Urban/Regional	<u>5</u> Graphics/ Signage					
<u>    </u> Chemical Engineers	<u>    </u> Geologists	<u>    </u> Sanitary Engineers	<u>17</u> Other					
<u>    </u> Civil Engineers	<u>    </u> Hydrologists	<u>    </u> Soils Engineers	<u>    </u> _____					
<u>    </u> Construction Inspectors	<u>18</u> Interior Designers	<u>5</u> Specification Writers	<u>    </u> _____					
<u>30</u> Draftsmen	<u>    </u> Landscape Architects	<u>13</u> Structural Engineers	<u>    </u> _____					
<u>    </u> Ecologists	<u>27</u> Mechanical Engineers	<u>    </u> Surveyors	<u>    </u> _____					
<u>    </u> Economists	<u>    </u> Mining Engineers	<u>    </u> Transportation Engineers	<u>514</u> _____					
<b>9. Summary of Professional Services Fees Received (Insert index number)</b>						<b>Ranges of Professional Services Fees INDEX</b>		
<b>Last 5 Years (most recent year first)</b>								
	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>	<u>1997</u>			
Direct Federal contract work, including overseas	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>	1. Less than \$100,000		
All other domestic work	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	2. \$100,000 to \$250,000		
All other foreign work*	<u>4</u>	<u>4</u>	<u>4</u>	<u>2</u>	<u>1</u>	3. \$250,000 to \$500,000		
						4. \$500,000 to \$1 million		
						5. \$1 million to \$2 million		
						6. \$2 million to \$5 million		
						7. \$5 million to \$10 million		
						8. \$10 million or greater		
*Firms interested in foreign work, but without such experience, check here: <input type="checkbox"/>								

Experience Profile Code Numbers  
for use with questions 10 and 11

001	Acoustics, Noise Abatement	039	Garages; Vehicle Maintenance Facilities; Parking Decks	079	Planning (Site, Installation, and Project)
002	Aerial Photography	040	Gas Systems (Propane; Natural, Etc.)	080	Plumbing & Piping Design
003	Agricultural Development; Grain Storage Farm Mechanization	041	Graphic Design	081	Pneumatic Structures, Air-Support
004	Air Pollution Control	042	Harbours; Jetties; Piers; Ship Terminals	082	Postal Facilities
005	Airports, Naval Air, Airport Lighting; Aircraft Fueling	043	Heating; Ventilation; Air Conditioning	083	Power Generation, Transmission, Distribution
006	Airports, Terminals & hangers; Freight Handling	044	Health Systems planning	084	Prisons & Correctional Facilities
007	Arctic Facilities	045	Highrise, Air-Rights-Type Buildings	085	Product, Machine & Equipment Design
008	Auditoriums & Theaters	046	Highways; Streets, Airfield Paving, Parking Lots	086	Radar; Sonar; Radio & Radar Telescopes
009	Automation; Controls Instrumentation	047	Historical Preservation	087	Railroad; Rapid Transit
010	Barracks, Dormitories	048	Hospital and Medical Facilities	088	Recreation Facilities (Parks, Marinas, Etc.)
011	Bridges	049	Hotels; Models	089	Rehabilitation (Buildings; Structures; Facilities)
012	Cemeteries (Planning & Relocation)	050	Housing (Residential, Multi-Family; Apartments; Condominiums)	090	Resource Recovery; Recycling
013	Chemical Processing & Storage	051	Hydraulics & Pneumatics	091	Radio Frequency Systems & Shielding
014	Churches; Chapels	052	Industrial Buildings; Manufacturing Plants	092	Rivers; Canals; Waterways; Flood Control
015	Codes, Standards; Ordinances	053	Industrial Processes; Quality Control	093	Safety Engineering; Accidents Studies; OSHA Studies
016	Cold Storage, Refrigeration, Fast Freeze	054	Industrial Waste Treatment	094	Security Systems; Intruder & Smoke Detection
017	Commercial Building (low rise); Shopping Centers	055	Interior Design; Space Planning	095	Seismic Designs & Studies
018	Communications Systems; TV; Microwave	056	Irrigation; Drainage	096	Sewage Collection, Treatment and Disposal
019	Computer Facilities; Computer Services	057	Judicial and Courtroom Facilities	097	Soils & Geological Studies; Foundations
020	Conservation and Resource Management	058	Laboratories; Medical Research Facilities	098	Solar Energy Utilization
021	Construction Management	059	Landscape Architecture	099	Solid Waste; Incineration; Land Fill
022	Corrosion Control; Cathodic Protection Electrolysis	060	Libraries; Museums; Galleries	100	Special Environments; Clean Rooms, Etc.
023	Cost Estimating	061	Lighting (Interiors; Display; Theater, Etc.)	101	Structural Design; Special Structures
024	Dams (Concrete Arch)	062	Lighting (Exteriors; Streets, Memorials, Athletic Fields, Etc.)	102	Surveying; Platting Mapping; Flood Plain Studies
025	Dams (Earth Rock); Dikes; Levees	063	Materials Handling Systems Conveyors; Sorters	103	Swimming Pools
026	Desalinization (Process & Facilities)	064	Metallurgy	104	Storm Water Handling & Facilities
027	Dining Halls; clubs, Restaurants	065	Microclimatology; Topical Engineering	105	Telephone Systems (Rural; Mobile; Intercom, Etc.)
028	Ecological & Archeological Investigations	066	Military Design Standards	106	Testing and Inspection Services
029	Educational Facilities; Classrooms	067	Mining & Mineralogy	107	Traffic & Transportation Engineering
030	Electronics	068	Missile Facilities (Silos, Fuels; Transport)	108	Towers (Self-Supporting & Guyed Systems)
031	Elevators, Escalators, People Movers	069	Modular Systems Design; Pre-Fabricated Structures or Components	109	Tunnels & Subways
032	Energy Conservation, New Energy Sources	070	Naval Architecture; Off Shore Platforms	110	Urban Renewals; Community Development
033	Environmental Impact Studies, Assessments or Statements	071	Nuclear Facilities; Nuclear Shielding	111	Utilities (Gas & Steam)
034	Fallout Shelters; Blast-Resistant Design	072	Office Buildings; Industrial Parks	112	Value Analysis; Life-Cycle Costing
035	Field Houses; Gyms, Stadiums	073	Oceanographic Engineering	113	Warehouse & Depots
036	Fire Protection	074	Ordinance; Munitions; Special Weapons	114	Water Resources; Hydrology; Ground Water
037	Fisheries, Fish Ladders Buildings	075	Petroleum Exploration; Refining	115	Water Supply; Treatment and Distribution
038	Forestry & Forest Products	076	Petroleum and Fuel (Storage and Distribution)	116	Wind Tunnels; Research/Testing Facilities Design
		077	Pipelines (Cross-country - Liquid & Gas)	117	Zoning; Land Use Studies
		078	Planning (Community, Regional, Areawide and State)		

**10. Profile of Firm's Project Experience, Last 5 Years**

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 006	2	3,450	11) 043	313	7,825	21) 060	9	6,210
2) 008	14	9,660	12) 044	72	49,689	22) 072	4	2,760
3) 010	3	2,070	13) 047	3	2,070	23) 079	2	1,000
4) 017	19	13,110	14) 048	267	71,869	24) 082	2	1,380
5) 019	11	7,590	15) 049	4	2,760	25) 088	3	2,070
6) 021	24	16,560	16) 050	6	4,140	26) 089	222	48,298
7) 029	30	20,700	17) 052	5	3,450	27) 098	2	1,380
8) 035	32	22,080	18) 055	60	6,000	28) 100	2	250
9) 039	7	4,830	19) 058	89	33,105	29) 103	7	2,830
10) 041	103	5,725	20) 059	44	1,100	30) 113	8	5,520

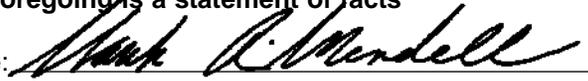
**11. Project Examples, Last 5 Years**

Profile Code	"P," "C," "JV," or "IE"	Project Name and Location	Owner name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
048 072	JV	1) VA Medical Centers, National Cemeteries and Veterans Benefits, Indefinite Quantity Contract - Nationwide	Department of Veterans Affairs 810 Vermont Avenue, NW Washington, DC 20420	\$5,000	2003
006	JV	2) Buffalo-Niagara International Airport Replacement Terminal Cheektowaga, NY	Niagara Frontier Transportation Authority 181 Ellicott Street Buffalo, NY 14203	\$50,000	1997
010	P	3) Bachelor Quarters Modernization U.S. Naval Submarine Base New London, CT	U.S. Navy - Northern Division 10 Industrial Highway Lester, PA 19113	\$10,300	1998
017	P	4) Marine Midland Bank Branch Standards and Renovation Program New York State	Marine Midland Bank One Marine Midland Center Buffalo, NY 14203	\$100,000	1998
019	P	5) Massachusetts Information Technology Center Boston, MA	Lincoln Property Company 101 Arch Street Boston, MA 02110	\$50,000	1997
060	P	6) National Air & Space Museum Fac. Master Plan, Prospectus Study and Major Renovations - IQC, Washington, DC	Smithsonian Institution 955 L'Enfant Plaza, SW, Suite 3120 Washington, DC	\$35,000	2002
029	P	7) Boston University School of Management Boston, MA	Boston University 25 Buick Street Boston, MA	\$104,000	1997

029 023 058	P	8) University of Maryland - Technology Advancement Program Facility College Park, MD	University of Maryland 400 Chesapeake Building College Park, MD 20742	\$5,000	1998
039	P	9) St. Vincent's Medical Center Kings Street Garage Jacksonville, FL	St. Vincent's Medical Center 1800 Barrs Street Jacksonville, FL 32203	\$6,300	1997
103	P	10) The George Washington University at Mt. Vernon College - Campus Plan Washington, DC	The George Washington University 2025 F Street, NW Washington, DC 20052	\$20,000	1998
089 100 023	P	11) National Institutes of Health Mechanical Systems Upgrade Bethesda, MD	National Institutes of Health 9000 Rockville Pike Bethesda, MD	\$30,000	1999
060	P	12)The Corcoran Gallery of Art As-Built Drawings Washington, DC 20006	The Corcoran Gallery of Art 500 Seventh Street, NW Washington, DC 20006	\$100	2001
047	P	13) Vassar College Blodgett Hall Renovation Poughkeepsie, NY	Vassar College Raymond Ave., Box 25 Poughkeepsie, NY 12601	\$3,800	1998
048	C	14) BJC Health System North Campus Expansion and Renovation St. Louis, MO	BJC Health System 4353 Clayton Road, Room 104 St. Louis, MO 63110	\$250,000	2000
029 023 019	P	15) Kyonggi University New Construction & Renovations Seoul, Korea	Kyonggi University San 94-6 Yui-Dong, Paidal-GU, Suwon, SI Kyonggi-Do, Korea 442-760	N/A	2002
060 043 100	P	16) Presidential Librarires Various Locations	GSA-NCR-WPG 7th & D Street, SW Washington, DC 20407	\$2,000	2000
050	P	17) Boston University Student Village Boston, MA	Boston University 25 Buick Street Boston, MA	\$65,000	2000
055	P	18) Merrill Lynch Five-Year Reimaging Program New York, NY	Merrill Lynch New York, NY	\$3,500	1998
058	P	19) Center for Disease Control and Prevention NIOSH Laboratory Morgantown, WV	Centers for Disease Control and Prevention 1600 Clifton Road, NE Atlanta, GA 30333	\$30,000	1997

058	P	20) Yale University Chemistry Research Building New Haven, CT	Yale University New Haven, CT 06520	\$40,000	2004
060	P	21) Southwest Missouri State University Campus Information Center Springfield, MO	Southwest Missouri State University 901 South National Avenue Springfield, MO 65804	\$21,300	2000
088	P	22) Rochester Institute of Technology Field House and Recreation Center Rochester, NY	Rochester Institute of Technology One Lomb Memorial Drive Rochester, NY 14623	\$14,000	2005
079	P	23) Sabanci University - Campus/Facility Master Plan, Implementation Istanbul, Turkey	Sabanci Universitesi Center 80745 Istanbul, Turkey	\$200,000	2002
082	P	24) United States Postal Service Indefinite Quantity Contract Northeast Florida	Facilities Service Office 4000 DeKalb Technology Parkway, Ste 300 Atlanta, GA 30340-2799	\$2,450	1998
060	P	25) Canisius College Montante Cultural Center Buffalo, NY	Canisius College 2001 Main Street Buffalo, NY 14208	\$2,700	2000
079	P	26) US Naval Academy Academic Facilities Master Plan Annapolis, MD	US Naval Academy Department of the Navy Annapolis, MD	N/A Master Plan	1997
098	P	27) Center for Environmental Science and Technology Management Albany, NY	The University at Albany 1400 Washington Avenue Albany, NY 12222	\$12,700	1997
058 072	P	28) US Department of Agriculture Indefinite Delivery Contract Nationwide	US Department of Agriculture 4700 River Road Riverdale, MD	\$250/Fee Per Year	2002
103	P	29) National Cathedral School for Girls New Field House Washington, DC	National Cathedral School Mount Saint Alban Washington, DC 20016	\$19,000	2002
072	C	30) US Ronald Reagan International Trade Ctr Federal Triangle Office Building - DC A&E Design & Technical Review Svcs	Tishman Construction Corporation 1331 Pennsylvania Avenue, Suite 1209 North Washington, DC	\$1,650 (Fees)	1998

12. The foregoing is a statement of facts

Signature: 

Typed Name and Title: Mark R. Mendell, AIA, MRIAC, President

Date:

January 18, 2002

**STANDARD  
FORM (SF)**

**254**

Architect-Engineer  
And Related Services  
Questionnaire

1. Firm Name/Business Address:

Bay Area Economics  
2560 Ninth St., Suite 211  
Berkeley, CA 94710

2. Year Present Firm  
Established 1986

3. Date Prepared:  
Sept. 14, 2001

4. Specify type of ownership and check below, if applicable. Corporation

A. Small Business

B. Small Disadvantaged Business

C. Woman-owned Business

1a. Submittal is for  Parent Company  Branch or Subsidiary Office

5. Name of Parent Company, if any:

5a. Former Parent Company Name(s), if any, and Year(s) Established:

6. Names of not more than Two Principals to Contact: Title/Telephone

- 1) Janet Smith-Heimer, Managing Principal (510) 549-7310
- 2) Matt Kowta, Principal (530) 750-2195

7. Present Offices: City / State / Telephone / No. Personnel Each Office

7a. Total Personnel 21

2560 Ninth St., Suite 211, Berkeley, CA 94710 (510) 549-7310	12
740 G Street, Davis, CA 95616 (530) 750-2195	4
Bldg. 102, Montgomery St., P.O. Box 291190, Presidio of San Francisco, San Francisco, CA 94129 (415) 561-4476	3
8630 Fenton St., Suite 202, Silver Spring, MD 20910 (301) 589-6660	2

8. Personnel by Discipline: (List each person only once, by primary function.)

<u>3</u> Administrative	___ Electrical Engineers	___ Oceanographers	___ _____
___ Architects	___ Estimators	___ Planners: Urban/Regional	___ _____
___ Chemical Engineers	___ Geologists	___ Sanitary Engineers	___ _____
___ Civil Engineers	___ Hydrologists	___ Soils Engineers	___ _____
___ Construction Inspectors	___ Interior Designers	___ Specification Writers	___ _____
___ Draftsmen	___ Landscape Architects	___ Structural Engineers	___ _____
___ Ecologists	___ Mechanical Engineers	___ Surveyors	___ _____
<u>18</u> Economists	___ Mining Engineers	___ Transportation Engineers	___ _____

9. Summary of Professional Services Fees

Received: (Insert index number)

Last 5 Years (most recent year first)

	2000	1999	1998	1997	1996
Direct Federal contract work, including overseas	3	2	3	2	2
All other domestic work	5	5	5	5	5
All other foreign work *	_____	_____	_____	_____	_____

Ranges of Professional Services Fees INDEX

- 1. Less than \$100,000
- 2. \$100,000 to \$250,000
- 3. \$250,000 to \$500,000
- 4. \$500,000 to \$1 million
- 5. \$1 million to \$2 million
- 6. \$2 million to \$5 million
- 7. \$5 million to \$10 million
- 8. \$10 million or greater

\*Firms interested in foreign work, but without such experience, check here:

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 006	13	225	11) 079	14	390	21)		
2) 017	40	540	12) 087	8	192	22)		
3) 029	7	88	13) 088	19	394	23)		
4) 033	38	675	14) 105	3	60	24)		
5) 047	3	40	15) 110	38	652	25)		
6) 049	3	78	16) 117	8	200	26)		
7) 050	80	1,652	17) 201	18	475	27)		
8) 060	3	40	18) 202	24	1,375	28)		
9) 072	9	155	19)			29)		
10) 078	93	2,480	20)			30)		

11. Project Examples, Last 5 Years

Profile Code	"P," "C," "JV," or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
006	C	1 San Francisco Airport Bond Study San Francisco, CA	Prime: John F. Brown Co. 286 Central Ave. London, Ontario, Canada N6B2C8 Contact: Paul McKnight (519) 435-1553	18	1998
017	P	2 Dayton, OH Regional Retail Study Dayton, OH Region	City of Huber Heights 6131 Taylorsville Road Huber Heights, OH 45424 Contact: Eric Phillips (937) 233-1423	48	1999
029	C	3 California State University Hayward Conference Center Feasibility Study Contra Costa County, CA	CSUH, Contra Costa Campus 4700 Ygnacio Valley Road Concord, CA 94521 Contact: Mark Nickerson (925) 602-6767	24	1996
029	P	4 Mission Bay Childcare Facilities Master Plan San Francisco, CA	Catellus Urban Development Corporation 201 Mission Street San Francisco, CA 94105 Contact: Terezia Nemeth (415) 974-3749	25	2001
033	P	5 Presidio Trust Implementation Plan Socio- Economic Analysis Presidio of San Francisco, CA	Presidio Trust Post Office Box 29052 San Francisco, California 94129-0052 Contact: John Pelka (415) 561-5300	75	2001
033	P	6 Economic Impact of University and Medical System, The Johns Hopkins University and Health System Baltimore, MD	The Johns Hopkins University Office of VP for Business Affairs 3400 N. Charles St. Baltimore, MD 21218-2688 Contact: Kenneth Hoffmeyer (410) 516-8126	45	1999

047	P	7 Point Molate Reuse Plan Market Study Richmond, CA	City of Richmond Redevelopment Agency 330 - 25th Street P.O. Box 4046 Richmond, CA 94804 Contact: Allan Wolken (510) 620-6512	18	1996
047	P	8 Castro Adobe Reuse Feasibility Study Watsonville, CA	California Dept. of Parks & Recreation 800 Ocean St. Santa Cruz, CA 95060 Contact: Dave Vincent (831) 429-2851	10	2000
049	C	9 MUNI Waterfront Hotel Site Leasehold Negotiation San Francisco, CA	City and County of San Francisco Office of the City Attorney City Hall, Room 234 San Francisco, CA 94102 Contact: Michael Cohen (415) 554-4700	45	2000
050	P	10 West Oakland TOD Loft Market Study Oakland, CA	Bank of America Community Dev. Banking 300 Lakeside Dr. Ste. 250 Oakland, CA 94612 Contact: Jim Mather (510) 273-5129	26	2001
050	P	11 Old Town Square Feasibility Study Oakland, CA	Keating Housing Initiatives One Bala Avenue Bala Cynwyd, PA 19004 Contact: Gerry Doherty (610) 660-6643	50	1998
060	C	12 Oakley Library Study Contra Costa County, CA	Prime: George Miers and Associates 69 15th Street Oakland, CA 94612 Contact: Jennifer Coon (510) 465-5787	4	1996
072	P	13 Presidio Business Advisory Services Presidio of San Francisco Golden Gate National Recreation Area San Francisco, CA	Presidio of San Francisco Golden Gate National Recreation Area Building 102 San Francisco, CA 94129 Contact: Mai-Liis Bartling (415) 561-4462	500	1998
072	P	14 Mare Island – Legacy Partners Master Developer Negotiations Vallejo, CA	City of Vallejo Economic Development Div. 555 Santa Clara St. Third Floor Vallejo, CA 94590 Contact: Al daSilva (707) 648-4444	45	2001
078	C	15 Bay Area Regional Smart Growth Strategy San Francisco Bay Area, CA	Association of Bay Area Governments P.O. Box 2050 Oakland, CA 94604-2050 Contact: Victoria Eisen (510) 464-7900	180	2002
078	P	16 Butchertown Revitalization Redevelopment Analysis Louisville, KY	Louisville Development Authority 600 W. Main Street, Suite 300 Louisville, KY 40202 Contact: Ms. Patricia Clare (502) 574-4175	35	1998

079	C	17 Palo Alto Intermodal Transit Station Palo Alto, CA	City of Palo Alto and Stanford University 210 High Street Palo Alto, CA 94301 Contact: Maryanne Welton (650) 328-8030	40	2001
079	C	18 University Avenue Specific Plan Berkeley, CA	City of Berkeley 2118 Milvia Street Berkeley, CA 94704 Contact: Dave Fogarty (510) 705-8184	43	1996
087	P	19 Richmond BART Transit Village Feasibility Study Richmond, CA	City of Richmond P.O. Box 4046 Richmond, CA 94804 Contact: Alan Wolken (707) 648-4443	50	1999
087	C	20 Portland MAX Light Rail Northern Extension Station Area Planning Portland, OR	Portland Tri-Met/Portland Dev. Commission 1900 SW Fourth Avenue Suite 7000 Portland, OR 97201 Contact: John Southgate (503) 823-3257	55	2001
088	P	21 Middle Harbor Shoreline Park Management Plan Alternatives Study Oakland, CA	Port of Oakland 530 Water Street Oakland, CA 94610 Contact: Barbara Hawkins (510) 627-1382	70	2001
105	C	22 Presidio Telecommunications Vendor RFP Presidio of San Francisco Golden Gate National Recreation Area San Francisco, CA	Presidio of San Francisco Golden Gate National Recreation Area Building 102 San Francisco, CA 94129 Contact: Mai-Liis Bartling (415) 561-4462	96	1996
105	C	23 Golden Gate National Recreation Area Fiber Optics Rights-of-Way Economic Study San Francisco, CA	Golden Gate National Recreation Area Fort Mason Bldg. 201 San Francisco, CA 94123 Contact: Mai-Liis Bartling (415) 561-4462	20	2000
110	P	24 Seventh St. & McClymonds Corridor Neighborhood Improvement Initiative Community Plan West Oakland, CA	The San Francisco Foundation 225 Bush Street Suite 500 San Francisco, CA 94104-4224 Contact: Fred Blackwell (415) 733-8562	50	2000
110	P	25 Santa Rosa Core Area Enhancement Strategy Santa Rosa, CA	City of Santa Rosa, Office of the City Mgr. 100 Santa Rosa Avenue, PO Box 1678 Santa Rosa, CA 95402-1678 Contact: Jacquelyn d l'Eau	31	1998
117	P	26 Florin Rd. Market Analysis and Alternative Use Strategy Sacramento, CA	Sacramento Housing&Redevelopment Agcy. 630 I St. Sacramento, CA 95814 Contact: Jim Hare (916) 440-1399	50	1997
201	P	27 Fiscal Impact Modeling and Economic Impact Evaluation Pleasanton, CA	City of Pleasanton P.O. Box 520 123 Main Street Pleasanton, California 94566-0802 Contact: Sue Rossi (925) 931-5400	100	2000

201	P	28 Bay Meadows Redevelopment Plan Fiscal Impact Analysis San Mateo, CA	City of San Mateo 330 West 20th Avenue San Mateo, CA 94403-1338 Contact: Ms. Rory Walsh (415) 377-3370	50	1998
202	P	29 Transaction Support for Joint Development for San Francisco Hotel	City and County of San Francisco/MUNI Office of the City Attorney City Hall, Room 234 San Francisco, CA 94102 Contact: Michael Cohen (415) 554-4700	45	2001
202	P	30 Real Estate and Development Advisory Services for NASA Ames Research Center Moffett Field, CA	NASA Ames Research Center Mail Stop 204-2 Moffett Field, CA 94035-1000	580	ongoing – est. 2005

12. The foregoing is a statement of facts

Janet Smith-Heimer

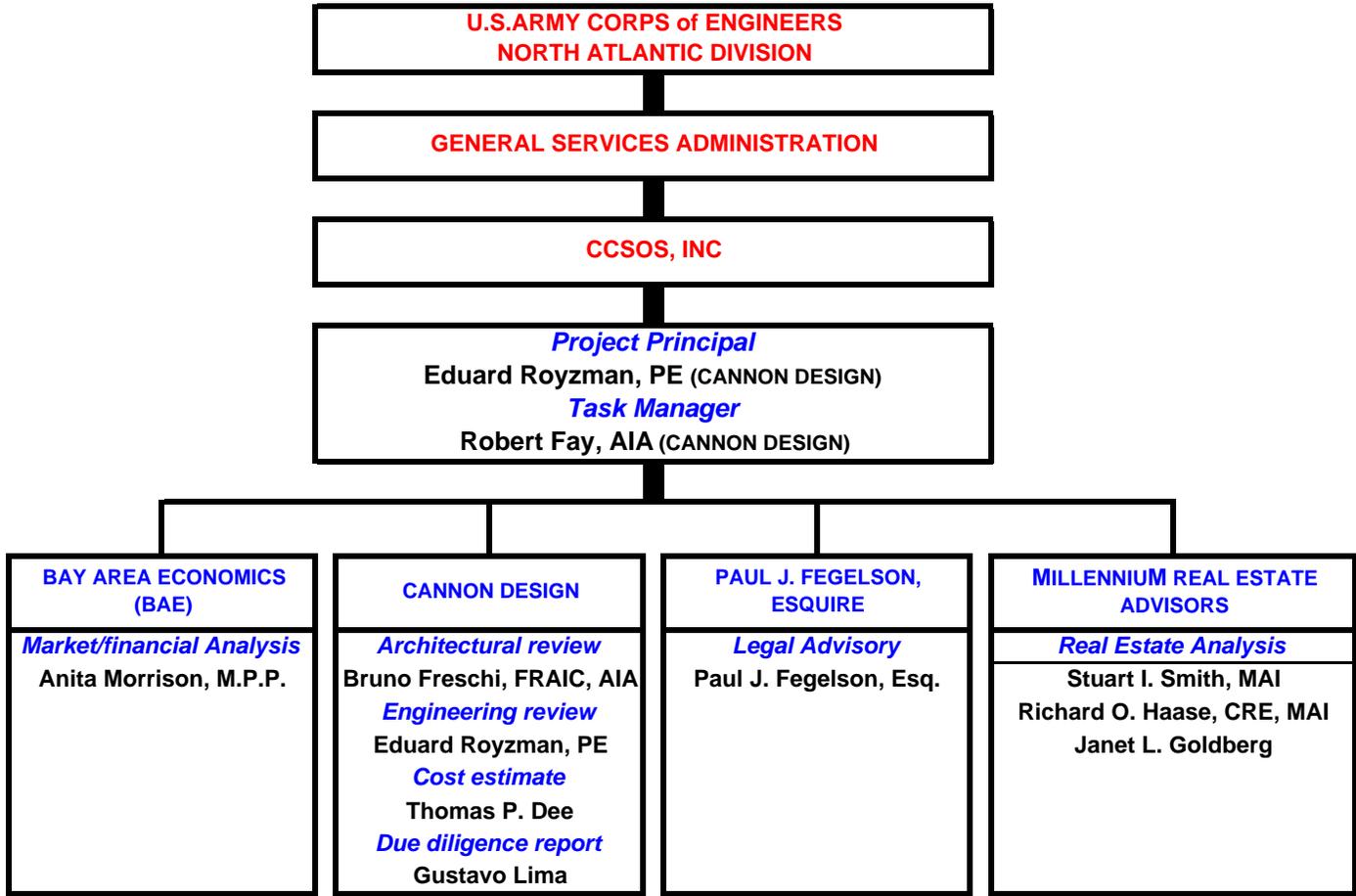
Date:

Signature: 

Typed Name and Title: Managing Principal

9/14/01

**TEAM LEADERSHIP ORGANIZATION CHART**



**U.S.ARMY CORPS of ENGINEERS  
NORTH ATLANTIC DIVISION**

**GENERAL SERVICES ADMINISTRATION**

**CCSOS, INC**

*Project Principal*  
Eduard Royzman, PE (CANNON DESIGN)  
*Task Manager*  
Robert Fay, AIA (CANNON DESIGN)

**BAY AREA ECONOMICS  
(BAE)**  
*Market/financial Analysis*  
Anita Morrison, M.P.P.

**CANNON DESIGN**  
*Architectural review*  
Bruno Freschi, FRAIC, AIA  
*Engineering review*  
Eduard Royzman, PE  
*Cost estimate*  
Thomas P. Dee  
*Due diligence report*  
Gustavo Lima

**PAUL J. FEGELSON,  
ESQUIRE**  
*Legal Advisory*  
Paul J. Fegelson, Esq.

**MILLENNIUM REAL ESTATE  
ADVISORS**  
*Real Estate Analysis*  
Stuart I. Smith, MAI  
Richard O. Haase, CRE, MAI  
Janet L. Goldberg

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project.	
<p>a. Name &amp; Title</p> <p><b>Eduard Royzman, PE</b> Principal</p>	<p>plants and central power plants. He has completed projects across the US as well as in 13 other countries. With a portfolio including projects of significant size and scale form around the world, Mr. Royzman has gained a perspective that allows him to address the most complex management and technical challenges.</p>
<p>b. Project Assignment:</p> <p><b>Project Principal/ Engineering Review</b></p>	<p>Specific expertise relevant to this submission:</p> <p><b>United States Soldier's &amp; Airmen's Home, Washington, DC</b> <i>Confidential Consulting Architecture and Engineering Services.</i></p>
<p>c. Name of Firm with which associated:</p> <p></p>	<p><b>National Institutes of Health, Bethesda, MD</b> <i>Planning and programming for the redevelopment of the 3.5 million sq ft Warren G. Magnuson Clinical Center involving the complete redocumentation of infrastructure and building systems serving the center. \$40 million upgrade of infrastructure 2.8 million sq ft of research laboratories and patient care facilities.</i></p>
<p>d. Years experience: With This Firm...<b>8</b> With Other Firms.....<b>26</b></p>	<p><b>United States Department of Agriculture, APHIS, Riverdale, MD</b> <i>A Nationwide Indefinite Quantity Contract to perform architectural and engineering services on plant and animal facilities throughout the United States.</i></p>
<p>e. Education: Degree(s)/Year/Specialization</p> <p><b>Master of Science/1974/Mechanical Engineering</b></p>	<p><b>Centers for Disease Control and Prevention, Morgantown, WV</b> <i>\$30 million, 210,000 sf research building including flexible, state-of-the-art laboratory space, an information center, conference facilities, and other support spaces.</i></p>
<p>f. Active Registration: Year First Registered/Discipline</p> <p><b>1982/Mechanical Engineer</b></p>	<p><b>Department of Veterans Affairs, Washington, DC</b> <i>Nationwide Indefinite Delivery/Indefinite Quantity Contract.</i></p> <p><b>United States Naval Academy, Annapolis, MD</b> <i>Academic Facilities Master Plan and a related implementation strategy designed to meet both the existing and future needs of the academy.</i></p>
<p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p><b>Mr. Royzman's qualifications involved multi-discipline facility planning and design, renovation and adaptive reuse projects, master planning, sustainable design, quality control, design/build bridging documents, and overseas projects.</b></p> <p>One of Cannon Design's principals, Mr. Royzman has developed an international reputation for projects characterized by "practical innovation" in system solutions that embrace all elements of building engineering and technology. In a career that has spanned over three decades, he has gained significant technical expertise in project management and the design of engineering systems for institutional, industrial and commercial projects.</p> <p>His experience has been gained working on a variety of projects ranging from research and development facilities, clean rooms to hotels, hospitals, industrial</p>	<p><b>Federal Triangle Office Complex, Washington, DC</b> <i>Peer review for the Pennsylvania Avenue Development Corporation/Tishman Construction Corp. for the 1,200,000 sq ft complex comprising federal offices, retail, exhibit, performing arts, and food.</i></p> <p><b>Janssen Pharmaceutica, NV, Beerse, Belgium</b> <i>Detailed programming and basis of design for new 400,000 sq ft research and development laboratory.</i></p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project.

<p>a. Name &amp; Title <b>Robert Fay, AIA</b> Senior Associate</p>	<ul style="list-style-type: none"> <li>• <i>National Institutes of Health Building 10, B2 level modifications. Programming, operational plan and space modifications to support the material handling of 4m gsf of research laboratory and hospital functions.</i></li> <li>• <i>Federal Protective Services Strategic Plan for relocation of agency.</i></li> <li>• <i>Mary Switzer Federal Building: Agency housing plan for the modernization of historic structure.</i></li> </ul>
<p>b. Project Assignment: <b>Project Manager</b></p>	<p><b>General Services Administration, National Capital Region, IDQ</b></p> <ul style="list-style-type: none"> <li>• <i>Prospectus Development Study, Facility Modernization, FOB 3 &amp; FOB 4; Macro programming of The Census Bureau and modernization strategy for the occupied facilities.</i></li> <li>• <i>Prospectus Development Study, Facility Modernization, Herbert Hoover Building, Washington DC: Developed multi phase modernization strategy for historic structure of Department of Commerce Headquarters Facility.</i></li> <li>• <i>Prospectus Development Study, Facility Modernization, Mary Switzer Federal Building: developed multi phase modernization strategy for historic building.</i></li> <li>• <i>Prospectus Development Study, Facility Modernization, FOB 3: Analysis of systems replacement for occupied building.</i></li> </ul>
<p>c. Name of Firm with which associated: </p>	
<p>d. Years experience: With This Firm...<b>1</b> With Other Firms.....<b>15</b></p>	
<p>e. Education: Degree(s)/Year/Specialization <b>Master/1981/Architecture</b></p>	<p><b>Navy Public Works Center Multi Year IDQ, Bethesda, MD</b></p> <ul style="list-style-type: none"> <li>• <i>Tri-Care Customer Service, National Navel Medical Center</i></li> <li>• <i>Nursing School, Feasibility Study, National Navel Medical Center</i></li> </ul>
<p>f. Active Registration: Year First Registered/Discipline <b>1986/Architecture</b></p>	<p><b>Department of Veterans Affairs Nationwide Multi Year, IDQ</b></p> <ul style="list-style-type: none"> <li>• <i>New Regional Office Building, VA Medical Center, Albuquerque, NM: Master plan and bridging documents for multi building development.</i></li> <li>• <i>New Outpatient Clinic, Charlotte, NC: Site selection and SFO development</i></li> <li>• <i>VA Museum &amp; Conference Center, VA Headquarters, Washington, DC: Bridging documents for courtyard infill and modifications to historic structure.</i></li> </ul>
<p>g. Other Experience and Qualifications relevant to the proposed project: Mr. Fay is a senior project manager with Cannon Design, who specializes in managing large Federal contracts. The majority of his recent experience involves management of national Indefinite Quality Contracts for federal clients, involving multi-disciplinary teams and simultaneous task assignments. His most recent relevant experience involves the management of IDQ contracts with task orders involving bridging documents, programming, site selection, solicitation documents, facility analysis, space planning, and construction documents for both new buildings and modernization of historic properties.</p> <p>Specific expertise relevant to this submission:</p> <p><b>General Services Administration, National Capital Region, IDQ</b></p> <ul style="list-style-type: none"> <li>• <i>U.S. Navy, Pentagon Swing Space, Polk Building, Arlington VA Programming and design intent documents for emergency relocation of Pentagon personnel.</i></li> <li>• <i>GSA Central Office Building Constructing Phasing Analysis &amp; Cost Estimate: Scope of work development for future modernization of historic structure.</i></li> <li>• <i>Mary Switzer Federal Building A/E Scope of Work Review and Government fee estimate: Review of \$65m A&amp;E SOW and fee proposal</i></li> </ul>	



## **BAE STAFF**

**Anita Morrison, M.P.P.**  
*Principal*

Ms. Morrison manages the firm's Washington, D.C. area office, directing BAE assignments for the eastern U.S. With 24 years of experience in development consulting, Ms. Morrison specializes in market and financial feasibility analysis, public agency land disposition and economic development for major urban centers. Prior to joining BAE, she served as Vice President with Hammer, Siler, George Associates.

Much of Ms. Morrison's work has been devoted to negotiating public/private partnerships. From 1981 to 1996, she served as the economic and real estate advisor to the Pennsylvania Avenue Development Corporation (PADC) in Washington, D.C., where she analyzed development feasibility for PADC sites, structured deal terms for land offerings, evaluated developer proposals, and quantified financial returns to the Corporation. Her work facilitated attraction of \$1.4 billion of private investment, including historic rehabilitation and development of more than 700 downtown housing units.

Her experience in evaluating developer proposals for public/private projects includes:

- U.S. Soldiers' and Airmen's Home disposition of 49 acres in Northwest Washington;
- The Lansburgh residential and arts development in Downtown Washington;
- Market Square office, residential and retail development in Downtown Washington;
- Portal Sites office, hotel and retail development in Southwest Washington;
- Ronald Reagan Building office development in Downtown Washington;
- International Trade Center operator/manager for Ronald Reagan Building;
- Department of Veterans Affairs (VA) lease-purchase of office space in Houston;
- Disposition of a surplus VA warehouse complex in Somerville, New Jersey;
- Downtown shopping center and office complex in Dallas;
- Convention hotel in Downtown Denver;
- McMillan Reservoir reuse for retail, office, residential and community use; and
- Square 457-C office, residential, retail and arts development in Downtown Washington.

Ms. Morrison also has experience with housing market and financial feasibility analyses. In Albany, she tested the market support for new middle-income housing in a neighborhood adjacent to the downtown. In Hartford, CT, she analyzed the citywide housing market to help Housing Authority officials decide whether to replace demolished units or to provide section 8 certificates instead. She analyzed the market support for independent elderly housing in a low-income neighborhood in Roanoke, Virginia for Low-Income Housing Tax Credit financing and tested the feasibility of a proposed State veterans nursing home in Maryland. Ms. Morrison directed an analysis of the potential for residential reuse of a former reform school property in Westborough, Massachusetts.



For Penn State University, she explored the potential market support for a New Urbanist development on former agricultural school land. Ms. Morrison directed analysis of the potential for reuse of the Monumental Church in Richmond.

She has prepared a wide range of economic and fiscal impact analyses for The Johns Hopkins University, the Washington Opera, the University of Maryland Medical System, and the District of Columbia.

She is a member of the International Economic Development Council and the Urban Land Institute. Ms. Morrison earned a Master of Public Policy from the University of Michigan.

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project.

<p>a. Name &amp; Title <b>Bruno B. Freschi, OC, FRAIC, AIA, RCA</b> Design Principal</p>	<p>Specific expertise relevant to this submission:</p> <p><b>World EXPO '86</b>, Vancouver, BC <i>Chief Architect and Planner for the World Exposition in 1986 and responsible for the design and master concept planning of this International Exposition. The project ultimately became a \$1.5 billion urban redevelopment of the Waterfront and False Creek area of downtown Vancouver</i></p>
<p>b. Project Assignment: <b>Design Review</b></p>	
<p>c. Name of Firm with which associated:  </p>	<p><b>United States Soldier's &amp; Airmen's Home, Washington, DC</b> <i>Confidential Consulting Architecture and Engineering Services.</i></p> <p><b>Kyonggi University</b>, Seoul, Korea <i>Master Plan including organizational and growth concepts for a two-campus institution with over one million sq ft of facilities serving 15,000 students. The new facilities will be "built for life", incorporating energy-efficient building systems and low-maintenance materials that have a high return on investment.</i></p>
<p>d. Years experience: With This Firm.....<b>2</b> With Other Firms.....<b>35</b></p>	
<p>e. Education: Degree(s)/Year/Specialization <b>Bachelor/1961/Architecture</b></p>	<p><b>State University of New York at Buffalo, NY</b> <i>Conceptual design of a \$20 million, 100,000 sq ft auditorium and global teleconferencing center.</i></p>
<p>f. Active Registration: Year First Registered/Discipline <b>1965/Architecture</b></p>	<p><b>University of British Columbia</b>, Vancouver, BC <i>Master Plan for endowment lands</i></p> <p><b>Simon-Fraser University</b>, Burnaby, BC <i>Master Plan, with Erickson Massey</i></p>
<p>g. Other Experience and Qualifications relevant to the proposed project: Mr. Freschi's professional career includes Dean Emeritus and Professor Emeritus of the School of Architecture and Planning at the State University of New York, and current Design Principal in Cannon Design's Baltimore office. Mr. Freschi is one of North America's most honored architects. A Fellow of the Royal Institute of Canada and a member of the American Institute of Architects, he is one of the few architects ever appointed to the Order of Canada, the highest honor awarded by the Canadian government to an individual. He was also awarded the 125th anniversary of Canadian Confederation Commemorative Medal for significant contributions to architecture and education.</p> <p>Mr. Freschi is a leading proponent of the "integrated, transdisciplinary, and transcultural approach" to planning and sustainable design. He has made this approach the basis of our planning effort for the renovation, reconstruction and repositioning of the two-campus Kyonggi University in South Korea, an institution of 15,000 students designed to be Asia's first "green" university. He was recently appointed a Distinguished Professor of Architecture at Kyonggi University.</p>	<p><b>Expo Centre</b>, Vancouver, BC <i>40-meter diameter geodesic dome that served as the lead theme pavilion and symbol of the exposition. World's largest omni max theatre.</i></p> <p><b>Peace Bridge, Buffalo, NY and Fort Erie, ON</b> <i>Design of a proposed "signature" international bridge to replace an aging and inadequate structure between the United States and Canada.</i></p> <p><b>City of Sarasota</b>, Sarasota, FL <i>Master plan for a major mixed-use development.</i></p> <p><b>City of Tacoma</b>, WA <i>Waterfront master plan as a component of the overall redevelopment and revitalization of the City of Tacoma.</i></p> <p><b>Fallsview Casino/Hotel</b>, Niagara Falls, ON <i>Master planning and design for a casino, hotel, and recreation resort complex.</i></p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project.

<p>a. Name &amp; Title <b>Thomas P. Dee</b> Associate Principal</p>	<p>Specific expertise relevant to this submission: <b>United States Soldier's &amp; Airmen's Home, Washington, DC</b> <i>Confidential Consulting Architecture and Engineering Services.</i></p>
<p>b. Project Assignment: <b>Cost Estimate</b></p>	<p><b>United States Army Corps of Engineers - Fort Drum, Watertown, NY</b> <i>Provided cost control for a \$42 million community services expansion program including post office, retail store, child care, youth activity centers, recreational facilities, auditorium, chapels, dining, and support facilities.</i></p>
<p>c. Name of Firm with which associated: </p>	<p><b>National Institutes of Health, Bethesda, MD</b> <i>Provided cost control for the redevelopment of the 3.5 million sq ft Warren G. Magnuson Clinical Center involving the complete re-documentation of infrastructure and building systems serving the center.</i></p>
<p>d. Years experience: With This Firm.....<b>20</b> With Other Firms.....<b>10</b></p>	<p><b>Veterans Administration Medical Center, Batavia, NY</b> <i>Cost estimator for the evaluation of architecture, equipment, structural system/seismic resistance, fire protection, MEP systems, and emergency systems in 24 buildings on a 45-acre campus.</i></p>
<p>e. Education: Degree(s)/Year/Specialization <b>Associate/1970/Accounting</b> <b>Bachelor of Science/1975/Business Administration</b> <b>Master of Business/1996/Business Administration</b></p>	<p><b>Centers for Disease Control and Prevention/National Institute for Occupational Safety and Health, Morgantown, WV</b> <i>Design of a \$30 million, 210,000 sq ft laboratory building including flexible, state-of-the-art laboratory space, an information center, conference facilities, and other support spaces.</i></p>
<p>f. Active Registration: Year First Registered/Discipline</p>	<p><b>United States Navy</b> <i>Falcon Manor Family Housing, Niagara Falls, NY - \$3.7 million project involving the identification of facility deficiencies and subsequent repair program.</i></p>
<p>g. Other Experience and Qualifications relevant to the proposed project:  Mr. Dee, the leader of Cannon Design's in-house cost estimating group, has 25 years of experience in construction cost analysis and control. He combines in-depth expertise in lead cost estimating, value engineering, and master scheduling with advanced and innovative analytical techniques, many of which he has personally developed.  Proven expertise in evaluating contract bids and continued cost monitoring through project completion make Mr. Dee one of the most valuable members of a project team. As cost manager for both design and construction management projects, he is intimately familiar with construction industry pricing strategies and practices.</p>	<p><b>United States Naval Academy, Annapolis, MD</b> <i>Academic Facilities Master Plan and a related implementation strategy involving 1.1 million sq ft, 12 buildings, and a budget of \$1 million to meet both the existing and future needs of the Academy.</i></p> <p><b>Veterans Administration Medical Center, Batavia, NY</b> <i>Evaluation of architecture, equipment, structural system/seismic resistance, fire protection, mechanical and electrical systems, and emergency systems in 24 buildings on a 45-acre campus.</i></p> <p><b>Camp Hill Medical Center, Halifax, Nova Scotia</b> <i>Overall project review, planning, and design of a \$94 million project resulting from the merger of four hospitals into one 950-bed facility. Also responsible for overall project review.</i></p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project.

<p>a. Name &amp; Title <b>Gustavo Lima</b> Vice President</p>	<p>Specific expertise relevant to this submission:</p> <p><b>Sylvan International Universities, due-diligence survey and evaluation</b></p> <ul style="list-style-type: none"> <li>• <i>Universidad del Valle De Mexico, Mexico: Full evaluation (Architectural, Structural, Mechanical, Electrical &amp; Site) of 12 campuses with 42 buildings</i></li> <li>• <i>Universidad de las Americas, Chile: Full evaluation (Architectural, Structural, Mechanical, Electrical &amp; Site) of 1 urban campus with 5 buildings.</i></li> </ul> <p><b>National Institutes of Health, Bethesda, MD</b> <i>Scheduling for the redevelopment of the 3.5 million sq ft Warren G. Magnuson Clinical Center involving the complete re-documentation of infrastructure and building systems serving the center.</i></p> <p><b>Buffalo-Niagara International Airport Terminal Replacement, Cheektowaga, NY</b> <i>Contract Management and Project Scheduling strategy for a \$100 million replacement facility for the new gateway airport servicing the Niagara Region. The 285,000 square foot facility replaced two antiquated passenger terminals with a signature terminal containing 15 departure and arrival gates, public concourse and concessions, baggage handling and airline operations support space.</i></p> <p><b>Buffalo-Niagara International Airport East Concourse Extension, Cheektowaga, NY</b> <i>Full Construction Management services for a \$55 Million expansion to the terminal and pavement apron of this major facility, designed and built in 18 months, while it remained in full operation (single point of responsibility, both A/E &amp; CM services).</i></p> <p><b>State University of New York at Albany, Albany, NY</b> <i>Center for Environmental Sciences &amp; Technology Management - A 75,000 sq ft three-story structure including, advanced materials laboratory, atmospheric research, x-ray optics, and a business incubator program sponsored by a public/private partnership.</i></p> <p><b>Albright-Knox Art Gallery, Buffalo, NY</b> <i>Scheduling for a 28,000 sq ft renovation of Clifton Hall, an internationally known art gallery.</i></p> <p><b>Motorola, Inc., Elma, NY</b> <i>Design/Build services for the award-winning Automotive and Industrial Electronics Group Facility, a 200,000 sq ft, state-of-the-art manufacturing center with a connecting two-story office wing.</i></p>
<p>b. Project Assignment: <b>Due Diligence Report</b></p>	
<p>c. Name of Firm with which associated: </p>	
<p>d. Years experience: With This Firm.....<b>14</b> With Other Firms.....<b>8</b></p>	
<p>e. Education: Degree(s)/Year/Specialization <b>Master of Architecture/1988/Architecture</b> <b>Bachelor of Architecture/1981/Architecture</b></p>	
<p>f. Active Registration: Year First Registered/Discipline <b>1982/Architecture</b></p>	
<p>g. Other Experience and Qualifications relevant to the proposed project: <b>Mr. Lima brings over 19 years of experience in scheduling, estimating, value engineering, planning, bid packaging, and contractor negotiations and construction administration.</b></p> <p>Mr. Lima's project responsibilities have included due diligence reports, construction administration and construction management in a variety of project types. He has taught seminars on scheduling and document control systems and has been published in several industry magazines. His latest paper, "The Re-engineering of the Construction Administration Department at Cannon Design" has received the Gold Vision Award from <i>ConstrucTech Magazine</i>.</p>	

# **PAUL J. FEGELSON**

## ***ATTORNEY AT LAW***

4611 43<sup>RD</sup> PLACE, N.W.

WASHINGTON, DC 20016-4521

### **PROFESSIONAL EXPERIENCE:**

2000 - Present Paul J. Fegelson, Attorney at Law

General real estate practice.

Since February 2002, have provided assistance and advisory services to the Armed Forces Retirement Home – Washington (formerly known as United States Soldier's and Airmen's Home) in connection with its disposition of 49 acres of surplus land. Assistance to AFRH-W has involved the development of Government strategy and the evaluation of proposals from private sector developers involving the phased development of 1,700,000 – 2,225,000 square feet of mixed-use improvements. Project is expected to include negotiation and drafting of a long-term ground lease on behalf of AFRH-W.

Other projects have included: acquisition of an existing 94,000 square foot shopping center in Dale City, Virginia as part of a tax-free exchange; sale of 12 acres of unimproved land zoned high density residential in Frederick, Maryland; development and leasing of 135,000 square foot flex building in Dulles, Virginia; FHA-insured refinancing of existing 288 unit apartment building in Hyattsville, Maryland; review of development and/or disposition options involving 41 acres of unimproved land in the vicinity of a public university campus; negotiation of management agreements and contracts for architectural and general contractor services and representation of non-profit sponsor in connection with a to-be-constructed low income housing tax credit development.

1991 - 1999 Partner, Oppenheimer Wolff Donnelly & Bayh, LLP  
(1998-1999)  
Principal, Bayh, Connaughton & Stewart, P.C.  
(1991-1998)  
Member, Executive Committee  
(1994-1998)

General business practice with an emphasis on real estate, commercial lending and creditor's rights. Client projects included: loan restructurings, foreclosures, bankruptcy counseling, litigation and sale of REO for loan portfolio investors, documentation and closing of commercial real estate loans for a conduit lender, assistance on real estate issues in connection with spin-offs and roll-ups involving publicly-held companies, a tax-free exchange of commercial properties for a foreign investor, sale of land with preliminary plan approval to a townhouse developer for an investment partnership, negotiation of a debt settlement agreement for a multi-family project owner and development and sale of finished residential lots.

Administrative duties included: negotiation, documentation and effectuation of law firm merger involving Bayh Connaughton and Oppenheimer law firms; development and management of subtenant operation prior to completion of law firm merger which had gross revenues, as of the effective date of the merger, of \$600,000 per annum; negotiation of law firm's 34,000 square foot office lease, management and collection of aged accounts receivables and primary responsibility for law firm's term loan and credit line with Franklin National Bank (now BB&T).

1990 - 1991                      Of Counsel, David & Hagner, P.C.  
Washington, D.C.

General real estate practice with an emphasis on loan restructurings and work-outs. Workout projects included assisting a lender in devising a redevelopment program for a twenty year old vacant REO suburban office building, the restructuring of loans with several large regional financial institutions on behalf of a residential and commercial developer, the representation of an insolvent residential developer in negotiations with the FDIC, as receiver for the National Bank of Washington, and the development of business strategies for the owner of land zoned for commercial and multifamily residential uses.

1987 - 1990                      Partner, Piper & Marbury  
Washington, D.C.

General real estate practice involving representation of developers, lenders and tenants. Served as special counsel to the District of Columbia Redevelopment Land Agency in connection with the disposition of the Portal Site.

1985 - 1987                      Partner, Ginsburg, Feldman & Bress  
1983 - 1985                      Associate, Ginsburg, Feldman & Bress  
Washington, D.C.

General real estate practice with an emphasis on acquisition of both improved and unimproved property and tax shelter syndications involving federally-assisted housing projects and shopping centers throughout the United States. Major projects also included assisting a large publicly-held company in evaluating several sites and ultimately acquiring a 200 acre tract of land for development as its regional headquarters. Structured, negotiated and drafted numerous joint venture development arrangements involving both commercial and residential properties.

1980 - 1983                      Associate, Surrey & Morse  
(now Jones, Day, Reavis & Pogue)  
Washington, D.C.

Varied real estate practice with considerable representation of foreign investors in their acquisition of U.S. real estate. Major projects included assisting in client's acquisition of all retail and office properties owned by Princeton University in downtown Princeton, New Jersey; negotiation of Surrey & Morse's lease and equity participation in 1250 Eye Street,

N.W. and negotiation and preparation of major office and shopping center leases for a large Washington area developer.

1978 - 1980                      Senior Attorney, The Rouse Company  
Columbia, Maryland

Acted as sole attorney assigned to specific shopping centers under development. Responsible for negotiating and documenting all aspects of particular projects, including land acquisition and development, architect and construction contracts, operating and reciprocal easement agreements, construction financing, permanent financing and leasing.

1975 - 1978                      Associate, Sonnenschein Carlin Nath & Rosenthal  
Chicago, Illinois

General real estate practice.

**EDUCATION:**

The University of Chicago Law School, Chicago, Illinois (J.D. 1975)

Brandeis University, Waltham, Massachusetts (A.B. 1972, magna cum laude)  
Member, Phi Beta Kappa

**ADMITTED TO PRACTICE:**

Illinois (1975) (Retired status as of January 1, 2000)  
District of Columbia (1978)

## **Stuart I. Smith, MAI**

Principal

Partner; Washington, D.C. office of **MILLENNIUM REAL ESTATE ADVISORS**. Mr. Smith is responsible for appraisal, economics and consulting activities. He has over 25 years of professional experience in real estate and economic evaluations.

### **Experience**

1993 to Present

#### **MILLENNIUM REAL ESTATE ADVISORS**

Market value appraisals of commercial office buildings, shopping centers, apartments, mixed-use projects, congregate housing, industrial properties and special use properties; as well as market studies and highest and best use analyses. Consultant to private sector clients regarding Federal government lease / purchase activities; and, consultant to Federal agencies regarding a variety of real estate matters (including, the General Accounting Office, the Administrative Office of the Courts, the Department of Justice, the Office of Personnel Management, the Corps of Engineers and the U.S. Postal Service).

1986 to 1993

#### **Assistant Manager, Cushman & Wakefield Appraisal Division, Washington, D.C.**

Market value appraisals, consulting and brokerage. Brokerage transactions included the following leases to GSA/Federal tenants: Peace Corp Headquarters, Internal Revenue Service, Small Business Administration, National Science Foundation, and the General Services Administration.

1984 to 1986

#### **Executive Director, GSA/Public Buildings Service**

Responsible for nation-wide activities with regard to financial reporting, the GSA-rent program, capital budgeting, performance management and administration.

1983 to 1984

#### **Director, Office of Budget and Finance, U.S. Customs Service**

Responsible for Service-wide financial activities.

1977 to 1983

#### **Senior Examiner, Office of Management & Budget, Executive Office of the President of the United States**

Senior examiner responsible for government-wide civilian real estate issues and for reviewing and making recommendations on the nationwide operations of the General Services Administration.

1971 to 1977

Various positions with the U.S. Treasury Department

## ***Professional Experience***

---

### **Education**

American University, M.B.A., Corporate Finance  
Georgetown University, Graduate Work in Economics  
University of Maryland, B.S., Business and Economics  
Appraisal Institute (American Institute of Real Estate Appraisers --  
course work and training necessary to achieve the MAI designation  
and complete requirements for continuing education)

### **Licenses**

Real Estate Broker, District of Columbia  
Real Estate Salesperson, State of Maryland  
MAI-designation  
Licensed Certified General Appraiser in the District of Columbia  
Licensed Certified General Appraiser in the State of Maryland

### **Affiliations**

MAI Member, Appraisal Institute  
Member, Washington DC Association of Realtors  
Member, American Guild of Appraisers, Guild 44 (AFL-CIO)  
Secretary, Washington DC Chapter, Appraisal Institute

## **Richard O. Haase, CRE, MAI**

Partner, Washington, D.C office of Millennium Real Estate, responsible for appraisal, economics and consulting activities.

### **Experience**

1993 to Present

#### **MILLENNIUM REAL ESTATE ADVISORS**

Market value appraisals of residential reports, commercial office buildings, shopping centers, apartments, mixed-use projects, congregate housing, industrial properties and special use properties; as well as market studies and highest and best use analysis. Consultant to private sector clients regarding Federal government lease/purchase activities; and consultant to federal agencies regarding a variety of real estate matters (including, the General Accounting Office, the Administrative Office of the Courts, the Department of Justice, the Office of Personnel Management, the Corps of Engineers and the U.S. Postal Service.

VA approved appraiser, Residential appraisers for various banks and mortgage loan companies including Boston Safe & Deposit Co. Residential Market and individual appraisals in Maryland, Virginia, and Washington, DC

1991-1993

#### **Vice-President-J.E. Robert Companies**

Headed Valuation service for J.E. Robert Companies; responsible for 3<sup>rd</sup> party appraisal reports and due diligence on acquisition portfolios. Types of property included mobile home parks, office buildings, apartments and hotels.

1991-1993

#### **Vice President-Holladay Corporation**

Responsible for 3<sup>rd</sup> party appraisals and acquisitions of all types of commercial property for portfolio purposes. Property acquisitions were nationally and included industrial office building and residential multi-family

1982-1984

#### **Commissioner of Public Building Service**

General Service Administrator Responsible for policy of the entire government owned and leased property under GSA control. Work force included 10,000 people with a budget of \$5 billion dollars. Policy directed at leasing property management and acquisition of office buildings for the government account.

## ***Professional Experience***

---

<b>Education</b>	Bachelor of Science; United States Naval Academy, 1958 Appraisal institute-Course work necessary to achieve Mal Designation
<b>Licenses</b>	MAI-Member of Appraisal Institute CRE-Counselors of Real Estate certified General Appraiser; District of Columbia, Maryland and Virginia
<b>Affiliations</b>	Member-Regional panel of Grievances and Ethics Committee for Appraisal Institute, course 120 Valuations and Procedures. Lecturer-Wharton School of Real Estate Member-Lambda Alpha, Land Economics Fraternity, George Washington University Member, American Guild of Appraisers, Guild 44 (AFL-CIO)

## *Professional Experience*

---

### **JANET L. GOLDBERG MILLENNIUM REAL ESTATE ADVISORS**

#### **EDUCATION**

Master of Public Administration, Northeastern University, Boston, MA

Bachelor of Arts, Sociology/Anthropology, Syracuse University, Syracuse, NY

#### **EXPERIENCE**

##### **Senior Associate**

**MILLENNIUM REAL ESTATE ADVISORS  
Washington, DC.**

As an independent affiliate, Ms. Goldberg is associated with MREA, a national market research and appraisal firm and is concentrating in the areas of public housing, technology park development, commercial corridor and retail market and strategic planning. She has provided market analyses and appraisals for all commercial properties including resort communities, golf courses and marinas, throughout the country and in the Washington Metropolitan area.

##### **Senior Associate**

**Hammer, Siler, George Associates  
Silver Spring, MD..**

During her tenure she has worked in multi-disciplinary areas including downtown and neighborhood revitalization, industrial and technology research parks and office and multi-family housing market analyses. She has worked with the Montgomery County Office of Economic Development in selecting and testing the feasibility of various sites for a new technology park similar to Shady Grove Life Sciences Center. She has had primary responsibility for a 5-year strategic analysis for the Public Housing authorities and performed multiple appraisals and market analysis for the Newport News Redevelopment Authority. Hammer, Siler, George Associates has a diverse economic and development practice and Ms. Goldberg was involved in many areas of feasibility, negotiations, market analysis and recommendations for most areas of the practice, with specific emphasis on commercial corridors and housing issues.

##### **Senior Associate & Appraiser**

**Joseph J. Blake & Associates  
Sapperstein & Associates**

Researched, analyzed and prepared complex full appraisals on a variety of real property including but not exclusive to apartment buildings, office buildings, subdivision and land analysis, hotels and motels. While working throughout the country, the majority of assignments were in the Metropolitan Washington area.

## ***Professional Experience***

---

### **Manager & Appraiser Companies.**

J.E. Robert

Management and development of Appraisal Division. Establishment of JER's Valuation division, New England Office. Mixed asset portfolio due diligence for JER/Goldman Sachs including all types of commercial buildings and large tracts of multi-use land. Supervisory responsibility 5-12.

### **Senior Case Manager**

**Federal Savings and Loan  
Insurance Corporation**

FSLIC, Ms. Goldberg managed acquisition agreements involving millions of dollars of real estate assets that required financial analysis and sales packaging. She provided support for numerous negotiations involving the sale and disposition of large complex mixed-use developments. She prepared and presented case studies and financial analysis for acquisition actions by the FHLB Board.

### **Director**

**Office of Community and Economic  
Development, Pittsfield, MA.**

As Director of the office, Ms. Goldberg initiated a commercial revitalization and facade program in the older downtown areas. She oversaw planning; marketing and sale of municipal buildings; all grant applications for various State and Federal funding sources and provided access to a variety of low interest State and Federal funding for small business development; chaired the IRB committee. She oversaw the City's multi-million dollar CDBG. Staff supervision 8-12.

### **LICENSES and MEMBERSHIPS**

Certified General Real Estate Appraiser: Maryland,  
Associate, Appraisal Institute

Licensed Real Estate Salesperson, Maryland

Member, Commercial Real Estate Women (CREW), President-2002, Board of  
Directors

Member, MIDAS

### **SKILLS**

Proficient in Word, Excel, Argus, Powerpoint, MapPoint and numerous relational database sources including Claritas, D&B; Comps; CoStar

**PROJECT TEAM HOURLY RATES**

**CANNON DESIGN (from USDA Nationwide A/E Services IDIQ Ccontract)**

**From Base Contract - October 1, 2001 through September 30, 2002**

			<b>Base</b>	<b>Overhead Rate</b>	<b>Profit Rate</b>	<b>Billable</b>	<b>Cannon Design</b>	
<b>Labor Category</b>			<b>Hourly Rate</b>	<b>161%</b>	<b>0.10</b>	<b>Hourly Rate</b>	<b>Job Title</b>	
Principal			\$70.00	\$112.70	\$18.27	<b>\$200.97</b>		
Project Manager			\$42.00	\$67.62	\$10.96	<b>\$120.58</b>	Architect VI	
Senior Architect/Planner/Designer			\$42.00	\$67.62	\$10.96	<b>\$120.58</b>	Architect VI	
Project Architect/Planner/Designer			\$35.00	\$56.35	\$9.14	<b>\$100.49</b>	Architect IV	
Architect			\$28.50	\$45.89	\$7.44	<b>\$81.82</b>	Architect III	
Architectural CAD Drafter			\$23.50	\$37.84	\$6.13	<b>\$67.47</b>	Architect I/II	
Principal Engineer, Mechanical			\$70.00	\$112.70	\$18.27	<b>\$200.97</b>	Engr, Mech VIII	
Senior Engineer, Mechanical			\$42.00	\$67.62	\$10.96	<b>\$120.58</b>	Engr, Mech VI	
Project Engineer, Mechanical			\$39.00	\$62.79	\$10.18	<b>\$111.97</b>	Engr, Mech IV	
Engineer, Mechanical			\$32.00	\$51.52	\$8.35	<b>\$91.87</b>	Engr, Mech III	
Engineer, Mechanical			\$19.50	\$31.40	\$5.09	<b>\$55.98</b>	Engr, Mech I/II	
Principal Engineer, Electrical			\$70.00	\$112.70	\$18.27	<b>\$200.97</b>	Engr, Elect VIII	
Senior Engineer, Electrical			\$42.00	\$67.62	\$10.96	<b>\$120.58</b>	Engr, Elect VI	
Project Engineer, Electrical			\$33.00	\$53.13	\$8.61	<b>\$94.74</b>	Engr, Elect IV	
Engineer, Electrical			\$32.00	\$51.52	\$8.35	<b>\$91.87</b>	Engr, Elect III	
Engineer, Electrical			\$19.50	\$31.40	\$5.09	<b>\$55.98</b>	Engr, Elect I/II	
Senior Engineer, Structural			\$42.00	\$67.62	\$10.96	<b>\$120.58</b>	Engr, Struct VI	
Project Engineer, Structural			\$29.00	\$46.69	\$7.57	<b>\$83.26</b>	Engr, Struct IV	
Engineer Structural			\$23.00	\$37.03	\$6.00	<b>\$66.03</b>	Engr, Struct II	
Engineering CAD Technician			\$17.00	\$27.37	\$4.44	<b>\$48.81</b>	Engr M/E Tech II/III	
Engineering CAD Drafter			\$19.50	\$31.40	\$5.09	<b>\$55.98</b>	Engr M/E/S Tech	
Admin Support			\$20.00	\$32.20	\$5.22	<b>\$57.42</b>	Admin Support II	
Direct Labor Overhead				37%				
G&A Overhead				124%				
Profit				10%				
Inflation for option years calculated at 5% per annual								

<b>BAY AREA ECONOMICS, INC</b>								
Principal							<b>\$195.00</b>	
Senior Associate							<b>\$150.00</b>	
Associate							<b>\$85.00</b>	
Analyst							<b>\$65.00</b>	

<b>MILLENNIUM REAL ESTATE ADVISORS, INC</b>								
Principal							<b>\$195.00</b>	
Senior Associate							<b>\$150.00</b>	
Associate							<b>\$85.00</b>	
Analyst							<b>\$65.00</b>	

<b>PAUL J. FEGELSON, ESQUIRE</b>							<b>\$225.00</b>	
----------------------------------	--	--	--	--	--	--	-----------------	--