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37. MicroTech Technical Proposal for the
Enhanced-Use Lease Real Estate Advisory
Services contract (Dec 9, 2004)

Technical Proposal

To Provide:
Technical, Financial, Legal Assistance and
Support for
The Department of Veterans Affairs
Enhanced-Use Leasing Projects

In Response to:
Solicitation Number 101-32-04

December 9, 2004

Submitted to:

Department of Veterans Affairs
Mail Code 049A3H
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Washington, DC 20420

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EXECUTIVE SUMMARY

The MicroTech Team's qualifications and relevant past performance clearly demonstrate that we are VA's best-value, lowest-risk vendor for the provision of responsive, high-quality and cost-effective technical, financial and legal assistance and support for VA's Enhanced-Use Leasing (EUL) Program.

About MicroTech LLC

MicroTech, LLC, a Service-Disabled Veteran-Owned Small Business (SDVOSB) has assembled a team with unprecedented knowledge of the EUL Program specifically and a sophisticated understanding of VA generally. As the Prime Contractor,

MicroTech brings extensive, successful experience in managing large contracts with multiple subcontractors performing work in multiple locations around the world. With a Top Secret Facility Security Clearance, MicroTech has positioned itself to be able to respond rapidly to Cleared projects. The MicroTech Team includes:

- CB Richard Ellis, the world's premier, full-service real estate services company with more than 17,000 employees located in 250 offices, provides direct expertise with: multiple EUL projects and the related areas of strategic planning, highest and best use analysis and appraisal development, and financing.
- Patton Boggs LLP, a full-service national law firm with more than 400 attorneys located in offices nationwide, has significant expertise with the EUL Program, as well as in privatization, government contacts, real estate, secured transactions, financial services, and public affairs.
- PricewaterhouseCoopers (PwC) provides consulting service of consistently superior quality on a national and international basis from an organizational base of more than 120,000 people and \$14.5 billion in aggregate revenues.
- L. J. Melody, a leading source provider of debt, equity, structured finance, and loan servicing for all property types in North America, provides an in-depth understanding of, and access to financing and capital markets.
- Gensler, a nationally recognized firm with over 1,700 employees and offices in 27 cities, provides specialized expertise in architecture, engineering, historic preservation, environmental services, and planning.
- EDAW, a worldwide planning, design and economic development firm founded in 1939 brings support in landscape architecture, planning/urban design, and environmental planning.
- Consolidated Engineering (CESI), an environmental consulting organization, provides state-of-the-art environmental analysis, review, and inspection services.
- ONIX, Inc., a women owned, certified 8(a)/ Small Disadvantaged Business and HUBZone Company, providing proven experience in environmental engineering for federal clients as well as technical engineering on an Enhanced-Use Lease Cogeneration project for five (5) VA facilities within the state of Pennsylvania.
- Apex Inc. provides expert consulting, facilitation, survey, training, and program integration and management support services to meet any organization's productivity and quality improvement objectives. Apex, Inc. is recognized as having "Best Business Practices" in process mapping/management, Customer Management Systems, Organizational Measurement Systems, and Integrated Strategic Planning.

MicroTech Leadership

The MicroTech Team is led by Tony Jimenez, a decorated Army veteran and a 2003 "Federal 100" honoree. MicroTech's key corporate staff, seventy-five percent (75%) of whom are service disabled veterans, reflects MicroTech's intense commitment to providing training and professional opportunities for disabled veterans. MicroTech will continue to emphasize this commitment in our staffing of Task Orders, if awarded this contract. By combining this personal and professional commitment to hiring disabled veterans with our business philosophy emphasizing total customer satisfaction and employee welfare and retention, MicroTech has become one of the fastest growing consulting, Information Technology, and engineering services companies in the country.

MicroTech believes that proper management of EUL Task Orders will be greatly enhanced by the selective use of the appropriate Information Technology tools. Given the scope and size of the EUL Program, MicroTech's cutting-edge IT solutions and its proven program management expertise will be invaluable in providing integration and information sharing to VA, other federal government stakeholders, and to members of the MicroTech Team.

In December 2004 MicroTech was awarded a five year, \$25 million contract to provide the U.S. Army Rapid Equipping Force (REF) the necessary services to increase design performance capabilities of existing or new systems utilizing commercial off-the-shelf products (COTS), non-developmental items (NDI) and/or emerging technologies. This is the largest Service-Disabled Veteran-Owned Small Business set-aside ever awarded by the Department of Defense and solidifies MicroTech's expertise and reputation for being an exceptional Small Business that has made a commitment to the federal government, as we do to all of our customers, that we will continue to provide outstanding service and management to the federal government.

The Members of the MicroTech Team

MicroTech has assembled a high-level team with extensive knowledge of the EUL Program as well as a broad understanding of VA and its strategic objectives. Indeed, every member of the MicroTech Team has worked on VA projects; in several cases working side-by-side to help develop and implement VA goals. MicroTech believes strongly that this expertise and familiarity, together with MicroTech's mastery of IT solutions as well as its proven program management expertise, is precisely the right combination of subject matter expertise, size, range, and depth necessary – even essential – to ramp-up expeditiously and work with efficiency and effectiveness on Task Orders associated with EUL Projects and the EUL Program.



CB Richard Ellis recognizes that we live in an information age. VA needs a real estate advisor who can analyze relevant information, use it to develop creative strategies, and implement any plan. Few other companies can provide the intellectual capital of nearly 17,000 employees, but being bigger is not enough.

The skilled professionals at CB Richard Ellis lead clients through the world of commercial real estate with intelligence, not just information. CB Richard Ellis provides superior services to its clients so that they receive quality and consistency of services unequalled in industry. CB Richard Ellis offers a complete spectrum of real estate services including brokerage, financial, asset management and project planning, and has had direct, substantial involvement with EUL projects for VA in Atlanta and Milwaukee, for the US Army at Walter Reed Army Medical Center, and for the Department of Energy (EUL type projects) at Oak Ridge National Lab, Argonne National Lab, and Brookhaven National Lab. CB Richard Ellis has worked together with Patton Boggs in many of the EUL projects in support of VA.



Patton Boggs LLP has unparalleled experience in developing privatization opportunities involving federal, state and local entities and is recognized as the pre-eminent authority in this highly specialized area of legal practice. Current Patton Boggs attorneys were the architects and authors of VA's EUL program.

The firm is also a leader in government contracting and real estate transactional matters, including

precedent-setting work on the privatization of federal assets, real estate development, sales/leaseback arrangements, commercial financings, and environmental law. As the top ranked public policy firm in the U.S., Patton Boggs advises clients on all forms of public policy development and implementation, a unique practice area that combines law and policy expertise which will be very useful in the context of the successful implementation of VA's EUL Program. In addition to their work on VA's EUL Program, Patton Boggs attorneys have assisted several other federal agencies, including the Department of Defense, and the National Aeronautical and Space Administration in obtaining the required legislation necessary to implement similar EUL Programs.

PRICEWATERHOUSECOOPERS

PwC is one of the largest professional services firms in the world, with over \$14 billion in revenue in 2002. Drawing on the knowledge and skills of more than 120,000 people in 142 countries, PwC builds relationships by providing services based on quality and integrity. With the talents of nearly 2,000 partners and 24,000 employees in the United States, PwC has the ability to provide clients with a full range of business advisory services. PwC has been a trusted advisor to senior managers of the world's largest Fortune 500 companies, government agencies, and public institutions for over 150 years. For the federal government, PwC has over 75 years of experience providing comprehensive business advisory services to meet the government's financial, operational, risk and compliance needs. PwC is committed to helping governments and the world's leading businesses solve complex business problems, and leveraging our global experience to benefit our clients.

CBRE | L.J. MELODY
CB RICHARD ELLIS

L.J. Melody & Company, the real estate investment banking arm of CB Richard Ellis, provides the MicroTech Team with both the detailed understanding and analytical

tools necessary to model proposed EUL projects and the access to financing and capital markets necessary to ensure proposal transactions are achievable. The firm specializes in providing a broad scope of flexible and innovative real estate financial structuring and placement services, including first trust debt, mezzanine debt, and joint venture equity. The company's professionals placed loans with over 170 lenders in 2003. The firm is the number one or two originator for the top 20 life insurance companies in the nation, and maintains over 75 exclusive lender relationships throughout the United States. Loans originated range from under \$1 million to in excess of \$600 million and span all property types including office, retail, apartment, industrial, hotel, mixed-use, and specialized. With this depth of practical hands-on experience, Melody can provide the full range of analysis necessary to make VA's EUL Program a success.

Gensler

Gensler brings exceptionally diverse and strong credentials in architecture, engineering, master planning, and historic preservation to the MicroTech Team. With 1,700 employees in over 25 offices, Gensler offers an unparalleled depth of resources. Gensler has performed studies

for VA to define alternative concepts for EUL projects for 20 sites, as well as conducting a real estate portfolio analysis using Gensler's Real Estate Simulation process for the GSA. Being able to rely on the resources and talents of Gensler's architecture, environmental, historic preservation, and master planning professionals and experience to successfully complete VA EUL Task Orders will help to ensure that VA will receive the best, most knowledgeable and most prepared service for this important EUL Program.

EDAW

EDAW is a worldwide planning, design and economic development firm. For more than 65 years, EDAW has provided clients with first class support in landscape architecture, and urban design/environmental planning. EDAW is a leading provider of comprehensive planning, environmental, design, and consulting services to the federal government. Since 1972, EDAW has served over 50 agencies within the defense, national security and civil government agencies including VA. EDAW understand the mandates and demands placed on federal project managers, and is successful in

the support of their federal clients whatever the challenge: the sustainability of America's public lands, protecting the public assets and symbols, or supporting our Armed Forces.



Consolidated Engineering (CESI), a leading environmental consulting organization, offering two levels of environmental inspection services: an initial baseline screening which, in most cases, is more cost effective as a method (baseline) of determining the potential for a particular environmental hazard existing at a property; and if warranted by the findings, an environmental site assessment of the subject properties in accordance with the American Society for Testing and Materials (ASTM) Standard Practice for Environmental Site Assessment: Phase I Environmental Site Assessment (ASTM E 1527-00).



ONIX has worked with VA providing technical engineering on an Enhanced-Use Lease Cogeneration project on five (5) VA facilities within the state of Pennsylvania. ONIX has performed numerous evaluations of cogeneration plants, including those that are already operating, to determine their success; and, to determine ways to improve the plant operations based on revised fuel and electric pricing, as well as a number of other issues such as optimal operating procedures. ONIX is on the GSA Federal Supply Schedule (contract number GS-10F-0200L) Energy Management Services and the DOE ESPC approved vendor list.



APEX, Inc. is a premier provider of organizational effectiveness consulting for the Federal Government. Apex Inc. clients have achieved extensive recognition for achieving significant organizational-wide improvements in operational, strategic and financial performance, program and project management,

deployment and integration measurement and results, process mapping/management, measurement systems, strategic planning, and customer satisfaction. Ten of their government clients have won the Malcolm Baldrige-based State Quality Award for Performance Management. APEX, Inc. is ideally suited to meet VA's specialized consulting and training needs. Their extensive performance improvement experience and technical expertise make them the company of choice for leaders who are seriously interested in achieving significant improvements in operational and financial performance, and customer satisfaction.

Their members serve on the Malcolm Baldrige National Quality Award Board of Examiners and also the VA Carey Award and Kenneth Kizer Grant Program. APEX, Inc. is on the GSA Federal Supply Schedule (contract number GS-23F-9792H) Management Organization Business Improvement Services (MOBIS) and recognized as a Service Disabled Veteran Owned Small Business.

Features and Benefits to VA

The MicroTech Team brings an unprecedented degree of direct knowledge of, and expertise in, VA's EUL Program, as well as an expertise in every aspect (real estate, finance, appraisal, privatization, engineering, program management, public policy, public oversight, budget scoring, architecture, design, environmental engineering, planning, and historic preservation) of the EUL Program. Combined with MicroTech's cutting-edge IT capabilities and demonstrated program management skills, the MicroTech Team is uniquely positioned to provide VA with highly responsive, cost-effective technical, financial, and legal assistance and support for VA's EUL Program. Table 1 provides a summary of the benefits VA will derive from the selection of the MicroTech Team as their EUL Program contractor.

Table 1: The MicroTech Team – Qualifications and Benefits to VA

Drawing upon our collective corporate resources, the MicroTech Team will deliver qualified personnel and exceptional performance for this critical VA requirement.

MicroTech Team Member	Key Qualifications and Benefits to VA
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MicroTech Team Member	Key Qualifications and Benefits to VA
MicroTech, LLC	<ul style="list-style-type: none"> • Service-Disabled Veteran-Owned Small Business (SDVOSB) • Superior Information Technology (IT) and engineering services • Experience managing large, complex government contracts with multiple subcontractors performing tasks at locations around the world supporting major government programs • Strategic and financial planning experience for federal programs
CB Richard Ellis	<ul style="list-style-type: none"> • Full service real estate services firm with extensive market, leasing, asset management, and development expertise • Past experience with EUL for VA projects and other federal agencies • Strategic planning and advisory services to major government real estate portfolios • Extensive market research capabilities
Patton Boggs, LLP	<ul style="list-style-type: none"> • Two senior partners were instrumental in the development and implementation of VA's EUL Program • Supported numerous VA EUL projects • Supported privatization of several US Army bases, as well as DOE and university facilities • Extensive experience in supporting government agencies in major real estate and privatization transactions, including sale/leasebacks and lease/leasebacks
Pricewaterhouse Coopers	<ul style="list-style-type: none"> • 50 years of world-wide healthcare system expertise, with highly relevant VA experience • Experienced senior professionals with extensive healthcare and public interaction experience • Robust, disciplined methods and templates for conducting and presenting studies • Proficient in obtaining and assessing good data for use in project modeling, with automated data analysis tools
L.J. Melody and Company	<ul style="list-style-type: none"> • One of the country's largest originators of commercial real estate loans • Loan servicing portfolio totals more than \$23.2 billion • More than 360 employees in 33 offices nationwide • Highly talented professionals able to model and analyze any type of real estate transactions from a financial standpoint
Gensler	<ul style="list-style-type: none"> • Master and strategic planning in the design process, enabling agencies to institute change, reduce operating costs, increase productivity, reallocate assets, introduce new technologies, and improve the quality of life for employees • Design and consulting services to assist agencies in aligning and re-aligning real estate and facilities needs with the strategic organizational goals and objectives, while implementing high quality, efficient, and innovative solutions • Experts in sustainable design, working with agencies to conduct assessments and audits • Developed policies and guidelines to implementing LEED principles on projects
EDAW	<ul style="list-style-type: none"> • More than 60 years experience in environmental assessment and environmentally conscious planning and design • Analysis of existing environments, assessment of potential impacts, and identification of measures to mitigate, eliminate or avoid adverse effects • Project management of a prior VA contract, leading a multi-disciplinary team for such projects as environmental assessments; site plan development and review; and landscape master planning



MicroTech Team Member	Key Qualifications and Benefits to VA
CESI	<ul style="list-style-type: none"> • Environmental consulting organization offering initial screening for determining the potential for a particular environmental hazard (baseline studies) • Environmental site assessment of the subject properties in accordance with the American Society for Testing and Materials (ASTM) Standard Practice for Environmental Site Assessment: Phase I Environmental Site Assessment (ASTM E 1527-00)
ONIX, Inc.	<ul style="list-style-type: none"> • Providing engineering solutions to the Federal Government • On GSA Federal Supply Schedule (contract number GS-10F-0200L) Energy Management Services & DOE ESPC approved vendor list • Currently providing technical engineering on an Enhanced-Use Lease cogeneration projects on five (5) VA facilities within the state of Pennsylvania.
Apex, Inc.	<ul style="list-style-type: none"> • Service-Disabled Veteran-Owned Small Business (SDVOSB) • Recognized "Best Business Practices" in Integrated Strategic Planning, Organizational Measurements, Process Management/Mapping, and Customer Management • Optimum blend of government and commercial experience and expertise in achieving significant improvements in operational, strategic and financial performance, program and project management, deployment and integration of enterprise wide IT policy and standards, process mapping/management, measurement systems, strategic planning and customer satisfaction. • Malcolm Baldrige National Quality Award Board of Examiners, VHA Carey and Kizer Achievement Award Examiners

Why the MicroTech Team?

MicroTech, LLC is a Service-Disabled Veteran-Owned Small Business with an outstanding reputation for managing large complex projects in a way that produces small team results. MicroTech has a proven track record of working and integrating the efforts of large teams and providing on demand support that brings reliable solutions and services to the Federal Government. MicroTech's ability to assemble the right team and infuse the right blend of Information Technology, management controls, and process improvements has established MicroTech as an industry leader in providing effective management of large complex Government projects. To complement MicroTech's outstanding staff and expertise and we have teamed with CB Richard Ellis, Patton Boggs LLP, PricewaterhouseCoopers, L.J. Melody, Gensler, EDAW, Consolidated Engineering, and ONIX, whose capabilities and past performance are discussed in detail in the Factor 3: Past Performance Section on starting on Page 66 of this proposal. Our team members have an unprecedented degree of direct knowledge of, and expertise in VA's EUL Program, as well as the skills necessary to implement EUL projects/Task Orders.

The MicroTech Team's technical approach is to apply sound planning techniques and proven management methodologies, deploy the appropriate IT resources, and assign the right skilled personnel to successfully accomplish every Task Order. MicroTech will manage this contract and carry out EUL Task Orders by combining the processes, methodologies, and IT systems that have been proven successful on our other projects, with the real estate, financing, and legal experience necessary to implement VA's EUL Program. Specifically, the MicroTech Team has collaborated on an IT solution that will bring dramatic efficiency and effectiveness to the integration and implementation of the Capital Asset Realignment for Enhanced Services (CARES) and EUL Programs.

The MicroTech Team has an unmatched understanding of the EUL Program, based on the direct experience of Patton Boggs personnel in developing the EUL Authority at VA as well as their collaboration with CB Richard Ellis in the implementation of various EUL projects. Every member of the MicroTech Team has substantial involvement with VA, via the EUL Program or other initiatives.

Based on the Team's subject matter expertise in EUL; federal and commercial real estate practice; government contracts, administrative, budgetary and financial management requirements; privatization, commercial and residential development; environmental planning; and financial structuring and reporting, we are positioned for success with the EUL Program.

The MicroTech Team has the proven ability to provide and retain qualified, experienced, high-quality staff to support VA's EUL Program. The MicroTech Team has an exceptional record for delivering qualified personnel as needed to support projects similar in size and scope to VA's EUL Program. The MicroTech Team will provide technologically advanced, reliable and qualified personnel; hands-on technical management; workforce stability; and high productivity. Our successful experience in placing and retaining staff at locations around the globe proves our capability to deliver on this commitment. By pre-assigning personnel with readily available and proven skill sets, coupled with institutional VA EUL knowledge and experience, we have tailored our staff to fulfill all of the solicitation requirements. MicroTech will also utilize its substantial relationships with the military bases throughout the Military District of Washington and in strategic venues worldwide, to continue to recruit transitioning military service members to supplement our Team. MicroTech's unique and fervent commitment to hiring service disabled employees enhances our employees' familiarity with VA, and will extend our personnel's commitment to their Country, through their work on critical VA EUL projects/Task Orders.

The MicroTech Team will staff VA's EUL Program with the optimal combination of real estate, privatization, technical, legal, real estate planning, and engineering talent to efficiently complete each Task Order. These personnel, supported by our seasoned management team, will ensure that VA will receive the highest quality results satisfying the goals of the EUL Program. The MicroTech Team is organized to provide the management support and EUL knowledge and expertise needed to complete each assigned Task Order on time, within budget, and with high customer satisfaction.

The MicroTech Team's multidisciplinary experience will provide exceptional VA EUL Program support in a culture of continuous quality improvement. Our contract references will verify that we consistently provide effective support to our customers, including timely information, critical technologies, and quality improvements in each program we support. Through the MicroTech Team's support of many EUL projects for VA and other government agencies, the MicroTech Team has earned a solid reputation throughout the industry for excellence in support of major Government agencies in highly visible and critical EUL programs.

The MicroTech Team has established methodologies and processes to successfully manage and deliver quality products to each of our clients, and to continuously improve the quality of our program support. MicroTech's Quality Assurance and Metrics plan is based on the goals and objectives of VA's EUL Program. Our quality metrics will be carefully tuned to the specific Task Order objectives, using proven tracking and measurement tools. Our Quality Assurance and Metrics Plan will include realistic measurable metrics, an achievable metrics evaluation schedule, and a set of financial incentives and penalties based on clearly articulated standards. Our goal is to deliver on VA's EUL Program objectives in an effective and efficient manner, while providing continuous quality improvement.

FACTOR 1: UNDERSTANDING THE REQUIREMENTS/APPROACH

Subfactor 1: The Scope/Complexity of the Assignment and the Knowledge/Skills Required

Department of Veterans Affairs (VA) is seeking the services of an independent third party contractor to provide the technical, financial, and legal skills necessary to allow VA to take full advantage of the unique asset management opportunities available to it through its EUL authority. This Section demonstrates the MicroTech Team's understanding of the scope and complexity of the solicitation, as well as its knowledge and skills which are necessary to provide the required services following a performance-based service approach.

EUL gives VA the legal authority to lease real estate assets under its control where (i) at least a part of the use of the property under lease will provide appropriate space for an activity contributing to the mission of VA, or (ii) the application of the consideration from such lease to the provision of medical care and services will result in a demonstrable improvement of services to eligible veterans in the geographic area in which the property in question is located. In other words, each particular transaction must enhance the ability of VA to perform its mission.

VA's EUL statutory authority, found at 38 U.S.C. §8161, et seq., was first granted in 1991, has been modified several times by Congress, and continues through 2011. Pursuant to U.S. Code Section 8161, VA is directed to "... secure from an appropriate entity (or entities) independent of VA an analysis (or analyses) of opportunities for the use of the enhanced-use lease authority under subchapter V of chapter 81 of title 38, United States Code."

In order to provide such services to effectively assist VA in the use and implementation of its EUL authority, the MicroTech Team needs not only the substantive real estate, financial, and legal skills necessary to analyze a real estate project, but also each member of the team must fully understand the requirements and limits imposed by this authorizing statute.

MicroTech Team member Patton Boggs, and particularly partners Tony Kushnir and Michael Simmons bring a detailed understanding of these requirements and limits, including the mandates for training and outreach within VA, the requirements for third party reviews, the requirements for Congressional reporting, public hearings, and Congressional notification before the award of a lease, the limitations on the types of properties which may be leased, and the terms under which they may be leased. If the MicroTech Team is selected for a contract award, Patton Boggs has committed, at no cost to VA, to prepare a briefing paper and provide a presentation to the entire MicroTech Team to ensure that each party has the knowledge and understanding of VA's statutory authority that will allow it to apply its specialized skills and knowledge, including highest and best use analysis, property appraisal, financial analysis, environmental planning, and transaction structuring, in order to analyze and implement EUL opportunities for VA in a legal and effective manner.

In the years since VA first received EUL authority, it has entered into a number of beneficial Enhanced-Use Lease transactions. These transactions have included EUL projects: providing for cutting edge medical research facilities; the collocation of office and medical facilities that serve the needs of veterans providing one stop service in a particular city or geographic area where a veteran can go to address both benefit and health needs; addressing parking shortages at various VA medical facilities; and providing secure and cost effective sources of energy supply for various VA outreach facilities.

These notable successes show that EUL is a very effective technique to allow VA to use its real estate assets to more efficiently support its veterans' health care missions and the administration of benefits programs. The services to be provided to VA under this Solicitation will enable it to expand the implementation of the EUL Program from an authority which is used on a one-off basis to satisfy facility and other needs when they are identified, to being truly part of a nationwide asset management and

mission enhancement program. Achieving this goal will allow the EUL Program to begin to play a key role in implementing VA's Capital Asset Realignment for Enhanced Services (CARES) Program.

Helping VA formulate, evaluate, and execute multiple enhanced use leases on a nationwide basis will require a wide variety of complementary skills to undertake a multitude of tasks, as shown in the following table:

Table 2: Comprehensive Skills

Tasks	Skills
Inventory Overall Asset Portfolio	Project Management
Understand Current and Future Department Missions	Process Management
Identify Existing Assets Supporting Agency Mission	Department and Customer Interface
Identify Additional Assets Needed	Database Creation and Management
Identify Assets Available for Lease	Web-based Information Technology
Identify Potential Uses for Assets	Market Research
Analyze the Market	Highest and Best Use Analysis
Identify Project Constraints	Legal Review and Legal Compliance
Comply with Historic Preservation Guidelines	Financial Analysis
Comply with NEPA Guidelines	Environmental Planning
Know OMB Circulars and Implementation Policy	Transaction Structuring
Prepare Request for Proposal (RFP) and Related Documents	Transaction Management
Management Procurement	Solicitation Preparation
Award Contract	Marketing
Administer Contract	Contract Oversight

The comprehensive EUL effort will require a workable inventory of VA's overall real estate asset portfolio, using a rational and well organized database. This requirement emphasizes the critical importance of advanced Information Technology and web based information management skills to the overall effort; without these skills, the legal, real estate, historic preservation, and financial analysis expertise will lack the focus and the direction necessary to successfully assist VA in its goal of a truly nationwide implementation of its EUL authority. The combined technology skills of MicroTech and PricewaterhouseCoopers will ensure effective and useful database and web based management throughout the life of the EUL Program.

Utilizing VA's real estate assets to enhance its mission also will require a thorough understanding of that mission, and how it is best and most cost effectively implemented. The MicroTech Team will ensure the primacy of VA objectives by requiring that all potential EUL Task Orders are evaluated, not only in terms of the overall goals of VA, but also in the context of the needs of its individual customer and service delivery groups within VA. The MicroTech Team will only recommend those projects that truly enhance VA's mission.

From the database of VA assets, the next step will be to identify those assets for which an Enhanced-Use Lease would be an effective asset management technique. Such assets should be classified into three groups:

- Assets that can directly support VA's mission (such as the EUL projects in Atlanta and Milwaukee that resulted in new Veterans Benefits Administration (VBA) office facilities co-located with existing health care facilities).
- Assets that do not directly support, but are related to, VA's mission (such as adjacent parking, third party medical office and research facilities, or energy facilities).
- Assets that are unrelated to VA's mission, but which can generate significant consideration to support the agency mission in the local area.

As the MicroTech Team assists the VA, it must be remembered that EUL is just one of many asset management techniques available to VA. Many assets may be better suited to other approaches, including retention in inventory, line item development, and/or sale. The MicroTech Team will recommend the optimal approach to serve VA's best interest.

Given the scope and growing importance of the mission of VA to this country, and its extensive network of facilities in all fifty states and the District of Columbia, it is anticipated that hundreds of potential EUL projects will be identified; therefore, priorities must be established. This will require consideration of stakeholder needs, including VA and its various service and customer groups, the affected communities, potential developers and lenders, and related state and federal agencies. The MicroTech Team will analyze the potential uses of the identified properties, and the need for such uses. It will analyze the potential environmental and historic considerations, planning considerations, and project finances. Only when this work is complete can the assets be sorted and the most promising candidates recommended for Enhanced-Use Leases, supported by the proper write-up and back-up data.

The nationwide reach and service depth of several of the key members of the MicroTech Team will be critical to this effort. Team member CB Richard Ellis is the largest provider of third party real estate services in the world, and has offices serving every state in the country. It knows commercial real estate, and what strategies can or cannot succeed in any given market. Because of CB Richard Ellis, the MicroTech Team will have no learning curve in terms of market analysis or market assumptions. Team member L.J. Melody is a highly versatile commercial mortgage-banking firm that provides a broad scope of flexible and innovative debt and equity financing options for all property types throughout North America. L.J. Melody has the hands-on knowledge and ability to provide realistic and reliable financial analysis. Team member Patton Boggs is a national law firm with unparalleled experience developing privatization opportunities, including EUL programs for federal, state, and local entities. Patton Boggs experience in developing and implementing EUL programs from start to finish will ensure prompt and effective roll-out of assigned Task Orders. Team member Gensler is one of largest architectural and engineering firms in the world, with offices available to review and analyze potential projects throughout the country. Gensler's team of consultants, including EDAA, CESI, and ONIX, will provide a full range of planning, design, historical, and environmental services to each project. Team member PricewaterhouseCoopers, an international accounting and consulting firm, can organize, analyze, correlate, and report all types of inputs and data into a usable and understandable product.

Where an Enhanced-Use Lease project involves using the asset by VA itself, OMB budget and scoring consideration will be critical. The MicroTech Team understands that any resulting lease by VA must be "scored" as an "operating lease" for the project to be successful. Various individuals at CBRE, Patton Boggs, and PwC have extensive knowledge of and experience with OMB's budget scoring rules as found in OMB Circular A-11, having dealt with them both on the government and private sector side of federal leasing transactions. In fact, MicroTech Team member's Tony Kushnir and Tim Hutchens recently spoke on this topic at the request of Standard & Poor's at the annual meeting of the Association for Governmental Leasing and Finance.

No team has the combination of knowledge, expertise, and past experience possessed by the MicroTech Team. As demonstrated subsequently in this proposal, MicroTech Team members have participated in all aspects of VA EUL transactions, including structuring them as part of VA's in-house EUL team, assisting in the preparation of the Solicitation documents, responding to the Solicitation documents, structuring and securing financing for Enhanced-Use Lease projects, and completing and delivering them for government and third party use. The Factor 3: Past Performance Section starting on Page 66 of this proposal presents case studies that demonstrate our experience and our expertise.

Working as an integrated unit under MicroTech's direction, the MicroTech Team will draft the Solicitation documents necessary to compete each Enhanced-Use Lease, subject all such documents to legal scrutiny to ensure they are in compliance with all applicable lease requirements, assist in the development and implementation of required public hearings, prepare all required Congressional

notifications for VA review and submission, provide any required appraisals, generate market interest in each proposed project, work with VA to review and analyze each offer to carryout an Enhanced-Use Lease with VA, coordinate the preparation and execution of the necessary documents for each transaction, provide all required after action reports, and provide the necessary follow-up to ensure that VA receives the benefit of its EUL Program bargain in each case.

The MicroTech Team understands the performance-based service approach and has helped government agencies develop performance-based methodologies that measure and manage performance and integrate performance standards, measurement techniques, performance management approach, and incentives.

The MicroTech Team understands the scope and complexity required to help VA implement a truly effective EUL Program on a national basis, and has the required skills, including:

- Project and Process Management:
 - Assemble resources necessary for each Task Order
 - Oversee and direct completion of each Task Order
 - Understand and implement a performance-based service approach
- Schedule Management
 - Database management
 - Web based technology implementation
 - Preparation of deliverables
 - RFP preparation
 - Quality assurance and performance assessment
- Legal:
 - Team training
 - Advise and counsel to assure proper Task Order understanding and implementation
 - Project and transaction structuring
 - RFP and other solicitation documentation review and preparation
 - Legal assistance to VA in connection with Task Order documentation and implementation
- Real Estate Services:
 - Market analysis
 - Project option analysis (highest and best use analysis)
 - Investment and mortgage banking
 - Financial analysis
 - Appraisal services
 - Project feasibility analysis
- Architectural and Engineering:
 - Environmental baseline review
 - Historic assessment
 - Master and project planning
 - Conceptual design
 - Architectural review and assessment

The MicroTech Team has the knowledge and experience to provide these skills in a comprehensive and cost effective manner to benefit VA, its various service units, its customers, and all of the potential stakeholders affected by these projects.

Subfactor 2: Technical Approach to Enhanced-Use Leasing

Determining VA's needs and the kinds of services and outputs to be provided form the basis for establishing performance requirements, developing performance standards and indicators, writing the Performance Work Statement (PWS), and producing the Quality Assurance Plan (QAP). If the analysis is done properly, writing the PWS and QAP will be facilitated. By conducting the analysis properly, the performance requirements will define the agency, activity, and/or organization, work to be performed by the contractor, performance standards, directives, data gathering, and cost.

There are four principles that form the basis for the MicroTech Team's technical approach to VA's EUL projects:

- We will make sure we clearly understand VA's goals and objectives for each requirement.
- We will identify and make a plan to work with all stakeholders involved with or impacted by the project.
- We will thoroughly analyze and assess each VA asset under consideration and understand its value to VA, the community, and the market.
- We will establish performance requirements and develop performance standards for each project/Task Order.

This approach will ensure that, regardless of who issues a Task Order or how large or complex it may be, the MicroTech Team and VA will have a common understanding of what needs to be accomplished. These steps provide a framework by which the EUL and CARES Programs can be implemented for VA to meet its goals. The MicroTech Team has developed an Execution Plan based on our collective experience handling EUL assignments, as well as our individual project management skills in the private sector. Our Team's extensive and diverse experience gives us the ability to understand the scope of a given Task Order and quickly assess the full range of realistic options. Similarly, the implementation of individual Task Orders requires experience coordinating the activities of Team members and third party vendors, a process at which our Team also excels.

MicroTech Task Order Execution Plan

As soon as a Task Order is issued, the MicroTech Team will prepare a written work plan based on information provided by VA. The work plan will include the following items:

- Requirements, goals and objectives of the specific Task Order.
- Assignment of individual Team members with an explanation of roles and responsibilities
- Identification of other third party expertise or resources necessary.
- A schedule for the entire engagement, with key milestones that highlight overlapping and dependent tasks.
- Communications and protocols with VA and our Team
- A list of any expected/required travel or other potential reimbursable expenses.
- A list of proposed deliverables.

The work plan will be forwarded to VA for review and approval. Modifications to the plan will be made as required based upon VA input. Any proposed deviations from that plan will be presented to VA with an explanation for the proposed change.

MicroTech Progress Management

MicroTech will monitor the implementation progress of each Task Order through the following steps:

- The Team will establish meeting schedules and agendas based on the perceived needs of the project.
- The Team will hold regularly scheduled project meetings to coordinate activities, address new or pressing issues, and provide an opportunity for Team members and VA to interact.

- The Team will provide project update reports in coordination with meeting minutes. These reports will also monitor established quality control protocols for project conformance, highlighting issues that need to be addressed.

The MicroTech Team will issue an after action report at project/Task Order completion. This report will focus on lessons learned and detail both successes and challenges in the process. It will assess the Team's performance against previously agreed upon metrics and propose strategies for future improvements.

The MicroTech Team understands that Task Order requests can be issued from VA, any of VA's Veterans Integrated Service Networks (VISN), or a VA medical center. A Task Order may involve any one or combination of the seven (7) objectives detailed in the RFP. The MicroTech Team's overall methodology for every EUL/CARES project, as described below, is designed to manage Task Orders that might include one or more objectives. The MicroTech Team's approach logically sequences the work, based on our EUL experience, conventional project management practices, and our unique, state-of-the-art IT solutions. Where possible, we will complete overlapping or complementary objectives with parallel efforts to shorten project time. The following Sections describe the specific MicroTech Team methodology for each of the seven (7) objectives described in the RFP.

The MicroTech Team has demonstrated expertise in configuring and applying highly scalable and proven KM solutions that provides customers the ability to link up people, processes, and data. VA will be able to locate and organize applications, teams, and people from one site. This intelligent portal, provided by MicroTech, will permit the Team to take advantage of relevant information in a timely manner.

Objective 1: Under-Utilized Assets/Potential Enhanced-Use Leasing Identification

Once awarded a Task Order, the MicroTech Team will review VA's previous work and database of information on the asset(s) and update the database as necessary in order to most effectively identify potential EUL projects. We will meet with VA to understand its goals and objectives for the particular Task Order. After these meetings the following steps will occur:

Identification of Stakeholders' Needs: Stakeholders can be grouped into here (3) broad categories:

- VA Entities – this is the first group and includes veterans, Veterans Integrated Service Networks (VISNs), VSOs, VA employees, and all VA activities including Medical, Benefits and Cemetery Services.
- Affiliates – institutions and organizations doing business with VA, including developers.
- Local Community – this group ranges from local residents/civic groups to historical/environmental organizations to local, regional and state governmental bodies.

The MicroTech Team will determine who the stakeholders are for each project/Task Order. Together with the Office of Asset Enterprise Management (OAEM), VISN, or VA Central Office (VA Headquarters), we will determine the vision, mission, and goals for the particular site. As the Team formulates conceptual reuse and new use plans it will be important to take into consideration the makeup and sentiments of the local population. Their ideas and wishes can be of value and interest and their support can sometimes be the deciding factor in whether or not a Task Order moves forward. Local zoning and planning approval processes may come into play for certain installations. It is important to note that if the local community hasn't been kept informed and brought along in the process, required approvals may be at risk. Potential real estate developers should also be considered at this time. Determining preliminary levels of interest among developers is also appropriate at this stage. Developers' interests represent a valuable test of the demand side of the equation. Their response is a valuable indicator for determining what the market may, or may not be able to support. Based on VA goals and stakeholders input, the MicroTech Team will conduct a work session(s) with VA to identify EUL opportunities. The

EUL opportunities will be the basis of defining, refining, and analysis of conceptual EUL uses and/or opportunities.

Estimations and Projections: (Cash and/or in-kind services to be provided as fair consideration): The MicroTech Team will assess the range of alternatives that may result from a project, in terms of cash and/or in-kind services using VA and OAEM templates. In all of these analyses we will provide realistic, risk adjusted, economic estimates that can be used by VA with confidence. Where appropriate, projected results will be expressed in terms of expected results, or range of results, with potential upside.

Market Analysis/Economic/Feasibility Study: With the benefit of all of the above information we will prepare financial cost estimates for alternative plans. The financial analysis will utilize VA's Cost Effective Analysis (CAE), Risk Analysis Guide (RAG), and Earned Value Analysis (EVA) templates. This analysis will incorporate the most recent market rental rates, sales figures, and market trends. CB Richard Ellis' understanding of transaction structures is the skill set that pulls the market feasibility, financial analysis, and capital markets capabilities together. This work will also address issues of importance to developers such as tax matters, underwriting concerns, term limitation and alike as they apply to EUL transactions. In addition to CBRE's market research and analytical expertise L.J. Melody has access to financing and capital markets as the leading provider of debt, equity, structured finance, and loan servicing for all property types in North America. L.J. Melody has closed more than \$25 billion in originations over the past 30 months, illustrating the high-level of expertise and customer service our Team offers.

- **Identify Range of Uses:** The Team will combine and analyze the market information with appropriate input from the stakeholders. In some cases, affiliates may actually provide the impetus for development upon which VA can capitalize. For example, a medical school may be able to use VA buildings or wish to coordinate with VA plans in other mutually beneficial ways. The Team will gather required supplemental information and combine it with the financial projections to gauge the viability of the top options.
- **Conceptual Master Planning:** MicroTech Team member Gensler will lead conceptual planning activities for the development of a master plan, incorporating multiple facilities, and covering larger expanses of ground where necessary. Our ability to illustrate potential development scenarios is a valuable tool for internal decision making by VA, dealing with community groups, and marketing to prospective developers. The master plan drawings can also be used for rough quantity take offs, aiding in creating costs assumptions for budgeting purposes.

Describe/Propose a Project for Approval: At the culmination of this phase, the market information is combined and analyzed with input from VA stakeholders. Additional or supplemental information is gathered as required and schematic financial projections are run to gauge the viability of the top options. These preliminary financials "introduce" the final major stakeholder in the process: the taxpayers. In order to maximize the government's return on assets and its ability to provide services, in this case the care and treatment of veterans, plans that are not feasible are set aside. Those projects that appear to be viable are proposed for approval and taken to the next phase.

Objective 2: Enhanced-Use Lease Formulation

The MicroTech Team will develop briefing and white papers in connection with the EUL Formulation. These documents will incorporate factors and issues such as:

- VA objectives
- An overall description of the site
- List of all significant development related facts

- Project cost estimates
- Potential stakeholder impacts
- All other relevant issues

All documents will be presented using the appropriate VA templates. The results of these efforts will define the nature and scope of the potential EUL project/Task Order, as well as provide the supporting materials to be used in the marketing of the proposed EUL Task Order. As noted previously, the MicroTech Team will capture all information previously compiled by VA and other government agencies relating to the relevant assets in order that our analysis of each asset group reflects the full range of possibilities for local asset combination or other type of leverage. It is our experience that this comprehensive approach can be accomplished in a very efficient fashion by utilizing MicroTech's IT software solutions. We believe that only by having available all of these data points, can one undertake a thorough and accurate evaluation of the range of options and present the best range of possibilities to serve veterans and the other local stakeholders while, at the same time, maximizing the value of each EUL Task Order.

Project Documents for Internal VA Review/Approval: The MicroTech Team will carry out conceptual planning activities using the Sample Concept Plan in the RFP. The ability to illustrate potential development scenarios is a valuable tool for internal decision making by VA as well as dealing with community groups and marketing to prospective developers. The MicroTech Team will use the template in the RFP to develop the EUL Concept Plan which will include Project Background, Project Description, Project Objectives, Project Site Description, Site Location, Preliminary Feasibility Analysis (Including Alternatives), Veteran and Community Issues, Benefits to The Department of Veterans Affairs, Potential Revenue, Savings and In-Kind Considerations, Analysis of Business, Market and Budget Considerations, Environmental, Historical Preservation and Demolition Issues, Strategic Planning Impact, and Conclusion/Recommendation(s).

Appraisal to Determine Market Value: The MicroTech Team will conduct an appraisal to determine market value using the Appraisal SOW Template in the RFP. The Team's appraiser will prepare and deliver a complete, self-contained appraisal report for the subject property in accordance with the Uniform Standards of Professional Appraisal Practice (USPAP, latest ed.), and the report will conform to the "Uniform Appraisals Standards For Federal Land Acquisitions – Land Acquisition Conference of 1992." Appraisal methods will involve application of standard approaches to value: namely the cost, income, and market approaches. Deviation from normal practices, methods, and techniques will be noted and fully supported by comment and justification. The report will be fully detailed with all items substantiated and justified by appropriate information and data, so that reviewers are able to determine the validity in the appraiser's conclusions. Deficiencies, which in the reviewer's opinion require further substantiation, must be addressed through a supplement in order to meet the reviewer's satisfaction, at the appraiser's expense. The appraisal will demonstrate that the appraiser has made an adequate study and analysis of the step and has considered all available, pertinent, and reliable data and that sound and logical reasoning is used in developing value conclusions. The appraisal will be presented in narrative form and will include all essential data to disclose the purpose of the appraisal, the scope of the appraisal problem, and the principle methods and reasoning process employed, and all available pertinent supporting data to sustain the appraiser's final conclusion as to value. Items such as photographs, sketches, charts, and exhibits, and the like are considered integral parts of the report. The use of standardized appraisal report forms does not adapt itself to VA requirements; and therefore will not be used. The appraiser shall schedule and participate in on-site progress review(s) with VA prior to submitting the draft and final reports. The inspection of the subject properties, all analysis, and the formation of all conclusions, are to be made only by the appraiser named in the Appraisal SOW. The estimate of

Market Value and Ground Rent for the real property to be appraised will be on the basis of highest and best use "as is." Annual Fair Market Ground Rent should be estimated and supported using accepted land valuation techniques including a "Land Residual" and/or "Ground Rent Capitalization" analysis. The results of all interviews will be summarized and presented to VA to ensure that the MicroTech Team's interpretation is correct and that all parties have the same understanding as to the views held by the various users and stakeholders.

In addition to the appraisal process described above, Team Member CBRE research capabilities that will supplement the Team's understanding of an asset include:

- **Information Management Group:** This group performs "on the ground" in all local offices and employs roughly 250 research assistants nationwide. The purpose of this group is to provide accurate and consistent local market information on a timely basis. Published quarterly, these reports will enable the MicroTech Team to utilize well documented market statistics in making our recommendations.
- **Marketview:** This publication provides concise reports on economic, vacancy, net absorption, price, and construction trends for the office, industrial, retail, or multi-housing market segments of major national markets.
- **Torto Wheaton Research:** Torto Wheaton Research (TWR) is a wholly owned subsidiary of CBRE and leads the commercial real estate industry in market research, analysis, and econometric forecasting. Refining and interpreting patterns with skill and sophistication, TWR creates market intelligence providing the necessary data to evaluate portfolio risk anticipate market opportunities and seize competitive advantages. TWR's involvement will help our Team identify trends and cyclical indicators that will impact portfolio performance through pricing, location and timing.
- **National Real Estate Index:** The National Real Estate Index (NREI) reports on commercial real estate trends in more than 65 metropolitan markets in North America and serves nearly 2,000 investors and property companies around the world. It provides targeted real estate research and investment models to support The Alliance Real Estate Investment Fund. With more than 12 continuous years of market coverage, NREI will provide important data to assist our Team's efforts.

Project and Development Cost Estimates: With the benefit of all of this information, the MicroTech Team will prepare a project and development cost estimate of the alternative plans. The project and development cost estimate will consist of cash flow and present value pro-forma utilizing Argus software. These financial runs will use the units of square feet of building areas and acres of land determined in the planning activities. In turn, these numbers will be combined with the MicroTech Team's knowledge of market rental rates, sales figures, and market trends. Team member CBRE's understanding of transaction structures is the skill set that allows the MicroTech Team to pull together the market feasibility, financial analysis, and capital markets capabilities. Grounded in a clear understanding of the EUL statute and its practical application, the Team will also address issues of importance to developers such as tax matters, underwriting concerns, term limitation, and alike, as they apply to EUL transactions. In addition to CBRE's market research and analytical expertise, the Team will also have access to financing and capital markets through its affiliate L.J. Melody & Company.

Environmental and/or Historic Assessment to meet Regulatory Requirements:

- **Environmental Review:** The MicroTech Team will follow the 1969 requirements of NEPA to consider the environmental impacts of major federal projects and share information with the public, identify and assess reasonable alternatives, and coordinate efforts with other planning and environmental reviews. The initial determination for environmentally sensitive issues will be made through commissioning an environmental

review. Depending upon the results of the review an environmental assessment may be called for to quantify the potential for environmental harm and to develop plans that will reduce the harm. Finally, an environmental impact statement which is an in-depth analysis used for major development projects that will significantly change the environment, may or may not be required. The statement covers social and economic influences, as well as environmental impact, and looks at alternate ways to proceed with the project.

- **Historic Preservation Review:** The MicroTech Team will meet all of the requirements of Section 106 of the National Historic Preservation Act of 1966. This Act calls for federal agencies to take into account the effects of their undertakings on historic properties, and afford the Advisory Council on Historic Preservation a reasonable opportunity to comment.

VA Project Approval/Notification Documents: Working with VA, our Team will develop the necessary documents for VA's approval.

- **Public Hearing Package:** The Team will utilize VA templates as appropriate for these documents but will also modify and expand upon them as necessary for each situation. Different jurisdictions call for varying documents and procedures and the MicroTech Team will draft new guidelines to suit the governmental authority in question. Public notices, the correct form of advertisement and similar required notices will be created. An outline of how the public hearings should be conducted in a given forum will be drafted. This outline will include details such as the identity of the principal decision makers, what the accepted format for speakers, and the time line for the overall application and approval process.
- **Notice of Intent to Enter into an Enhanced-Use Lease:** The Team will produce these documents in strict adherence to VA requirements.
- **Environmental Analysis and Historical Assessments (NEPA and NHPA Compliance):** The MicroTech Team will prepare all required regulatory assessments for environmental and historic processes.

Public Hearing: The MicroTech Team will identify the relevant recipients of the notice of the Public Hearing, as required under the statute. Those recipients will include among others, various VSOs, the local community, local authorities, employees of VA's facility where the property that will be leased is located, and other interested individuals and organizations to include local congressional delegations. As required under the statute, the MicroTech Team will ensure that notice of the public hearing will be widely disseminated and published in the appropriate newspapers and periodicals and will contain the required information. On the hearing date the MicroTech Team will ensure that appropriate VA personnel participate in the hearing at the site to brief those in attendance on VA's intention to designate the site for an Enhanced-Use Lease, the contemplated use of the premises which is to be leased, how the property's use will be consistent with the mission of VA, and the demonstrable benefits to VA. At the Public Hearing interested parties will also be offered the opportunity to present their views on the subject. The MicroTech Team will manage the hearing and will have appropriate experts present to provide the necessary support to VA's team involved in the presentation.

Objective 3: Enhanced-Use Lease Opportunity Marketing

In marketing the EUL, the MicroTech Team will rely on its collective experience on both previous government EUL engagements as well as its extensive list of private sector development clients. The MicroTech Team will provide assistance as necessary preparing Request for Proposals (RFP), and/or Request for Qualifications (RFQ).

Solicitation Documents and Marketing: The MicroTech Team will prepare the RFP and/or Request for Qualifications (RFQ) by enlisting the input of all MicroTech Team members according to their specialty, and provide close coordination with and comment by VA. The focus of this effort is to produce a clear, easily understood document that contains all information that will be required by respondents to prepare their submissions. The RFP/RFQ will conform to all regulatory requirements and be written in a manner that facilitates private sector entities' ability to understand fully the scope of the work and submission details. The MicroTech Team will initiate and conduct the solicitation process. When the responses to the RFP/RFQ are received, the MicroTech Team will guide and assist VA in the proposal review and acceptance processes. To further publicize the solicitation and encourage the widest possible participation, the MicroTech Team will:

- **Create a Location-Specific Web Site:** Leveraging its IT expertise, MicroTech will create a Task Order-specific intranet web site to offer the RFP/RFQ information electronically and register all interested parties. Local, regional, and national advertising will be used as well.
- **Develop List of Developers:** With the collective working knowledge of the Team, a list of potentially interested parties will be created based upon past EUL experience, development expertise, organizational capabilities, and geographic reach. The MicroTech Team will take advantage of the fact that Team member CBRE has 139 offices across the nation to enlist in this search for qualified entities and will quickly and easily distribute requests for suggested developers using its internal communication systems.
- **Contact Developers Directly:** Finally, direct contact will be made by a combination of phone, mail, and email to known developers and vendors and others in order to solicit their interest.

VA Industry Conference: An industry conference will be organized where attendees will be given an overview of the EUL Program and a detailed explanation of the Task Order. The venue for the conference will be determined by the location of the Task Order as well as a determination of where the best response will be realized.

Site Visits: The MicroTech Team will leverage its offices across the nation to conduct site visits and market VA EUL opportunities.

VA Evaluation and Selection of Preferred Lessee(s): The MicroTech Team will assist VA in scoring RFP/RFP responses, an area of strong expertise, as noted in Subfactor 4: Understanding the VA and VA's Current and Section on Page 27. Upon completion of the reviews, the MicroTech Team will prepare all necessary reports and proposal evaluation documentation to meet VA, FAR, and other applicable requirements.

Objective 4: Enhanced-Use Lease Execution

The MicroTech Team will prepare a synopsis of the anticipated EUL to clearly spell out the scope, intent, and goals of the Task Order, and review the EUL synopsis in detail with VA to ensure that there is internal agreement on all key issues before going forward with the execution of all EUL documents. Execution of an Enhanced-Use Lease will require close coordination between the MicroTech Team and VA, with our Team taking the lead.

Legal Transaction and Documents The MicroTech Team will assist VA in the preparation of the MOU, MOA, lease, and related award documentation. As VA understands, not all EULs are the same; our Team's expertise and experience will prove very useful in this regard. In addition to the transaction documents, other documents must be created, such as agreements with affiliates, municipalities, and development teams; or memorandums of understandings, as well as with historical preservation groups and the Council on Environmental Quality. The MicroTech Team is well versed in the preparation of all such documents, and will create them for VA.

Financial transaction and Accounting Treatment: MicroTech Team members CBRE, Patton Boggs, and PricewaterhouseCoopers, are skilled at performing the proper analyses of lease transactions, in terms of government accounting practices, federal budget scoring issues, and understanding how the private sector views and handles these transactions. Where appropriate, our Team members will also prepare documents and assist VA in its interaction with financing entities and developers. This expertise will cover the full range of public-private, private only, and VA and other public entity financing possibilities.

Notice of Intent to Award: Our Team members will draft the notice of intent to award, including the business analysis to support it for both VA internal review and external review. This work will include the Economic Cost Analysis and an examination of each lease from all reasonable perspectives, including own/lease/do nothing.

Facility Design and/or Construction Management: Team members Gensler and CBRE are well versed in the areas of design and construction. They will review the design and construction plans and schedules on VA's behalf, to ensure that the developers' processes are in conformance with industry standards. We will provide VA with ongoing reports on the progress of design and construction, including observations of potential changes and/or problems with either area of activity.

Objective 5: Enhanced-Use Lease Management

Lease Administration: Once the EUL Program lease is awarded, the MicroTech Team will conduct a review of all project documentation for construction, facilities management, and financial analysis resources prepared to date, in order to anticipate the scope and level of the necessary ongoing management activities that the MicroTech Team will undertake.

- **Designate EUL Project Leaders and organization:** Based on this review and meetings with the selected developer, the MicroTech Team will designate EUL Program leaders.
- **Establish Intranet-Based Project Reporting:** MicroTech's IT department will develop and deploy a site-specific EUL Program intranet, in consultation with VA, to create and track a timeline of deliverables; a reporting structure and schedule; a standard reporting form; and other aspects of this EUL Program that VA requires to ensure EUL Program compliance.

Lease Compliance Inspection: The schedule will call for periodic document and field reviews by MicroTech Team members and VA. The MicroTech Team will organize and conduct all such reviews. As the EUL Program proceeds, we will conduct vendor performance reviews and make recommendation on renewals to VA based upon value and benefit to VA.

Contract Renewals: All contracts will be listed on and tracked on the site-specific intranet EUL Program which will provide advanced notice to the MicroTech Team and VA regarding upcoming expirations. Based upon performance evaluation metrics and other pertinent facts surrounding the contract in question contracts will be renewed or modified as needed by the MicroTech Team with VA approval.

Other Services as Determined in Support of Enhanced Use Leasing: The MicroTech Team is prepared to provide additional services over time for EUL projects. Given the long-term nature of leases it is necessary to be able to respond to changing requirements, new initiatives or simply make modifications to the original plans. We will perform the necessary analyses and planning functions needed to gain VA approvals and engage third party vendors and developers to implement the changes or enter into new leases as is appropriate.

Objective 6: CARES General Property Reuse Study

Real Property Baseline: The first step under this Task Order will be to familiarize our Team with all of the existing data already assembled by the particular VISN where the Task Order is

located. To the extent that the profile is incomplete, the MicroTech Team will supplement information as requested by VA. We will specifically be interested to know if VISN has compiled a profile for the facility in question, including the condition of buildings, identification of vacant or underused space, seismic issues, identification of EUL opportunities, current programs and services offered, employment data, costs, medical school affiliations, and research programs.

Environmental Baseline: With regard to environmental matters, the Team will follow the 1969 requirements of NEPA to consider the environmental impacts of major federal projects, share information with the public, identify and assess reasonable alternatives and coordinate efforts with other planning and environmental reviews. The initial determination for environmentally sensitive issues will be made through commissioning an environmental review.

Highest and Best Use Analysis: MicroTech Team's appraisers will utilize MAI approved methodologies to determine the market value of VA assets. These techniques will include highest and best use analysis, replacement cost estimates and income methodologies. This valuation and appraisal work will be supplemented by CBRE's comprehensive market research capabilities.

Appraisal/Valuation: MicroTech Team's appraiser will utilize the Appraisal SOW Template to complete the appraisal/valuation market. Additional Team research capabilities enable access to real estate market conditions, trends, rates and concessions in virtually every key market in the country. Access to market information such as building and tenant profiles, detailed analysis of availability, cost and location of labor supply and available alternative sites ensures accurate trending data for market pricing.

General Property Reuse Plan: Finally, the CARES General Property Reuse Study will include a property reuse plan that combines the specific CARES project requirements with the information gathered in the above steps. Where appropriate, the General Property Reuse Study Plan will utilize VA templates. It will describe the optimal mix of financial, market, architectural/engineering, environmental, and legal components to meet the CARES objective(s) under consideration.

This plan will be schematic in terms of illustration and documentation but will contain enough information for VA to make an informed determination whether or not to proceed to the next step for a complete CARES Comprehensive Property Reuse Plan as outlined below in Objective Number 7.

Objective 7: CARES Comprehensive Property Reuse Plan

This objective consists of a more in depth investigation of the work begun in Objective 6, with special attention paid to the requirements for CARES as well as the undertaking of additional activities. This work may be carried out in parallel with Objective 2. The MicroTech Team will provide a final CARES recommendation that explains why the proposed plan is best in terms of responding to the CARES objectives while simultaneously meeting other needs of VA and its attraction to the private sector vendors. The MicroTech Team will rank, by priority, the best opportunities to accomplish the mission of the CARES and EUL initiatives. The MicroTech Team will lay out the goals and objectives of the proposed plan, and specify the anticipated benefits. Importantly, the MicroTech Team will also describe those uses that were considered, but rejected together with the rationale supporting those decisions. The recommendation will include all back up information collected as well as all assumptions used in planning and financial models.

Real Property Baseline Survey: Combined, the results of these efforts will define the nature and scope of the project and provide the backup materials to be used in the marketing of the proposed EUL project. All previous information regarding the asset will be collected, reviewed, and integrated into a Project-specific intranet site crafted by MicroTech. Work by other professionals, documents from VA's files and other available sources also will be captured on the intranet site in

order to integrate them on to the Team's website, thereby saving time and constraining expenditures.

Interviews with VA Officials: In order to ensure that our Team has the latest information available regarding the CARES status of each Task Order, interviews will be held with VA officials knowledgeable in this area. Results of all interviews will be summarized and presented to VA insuring that the MicroTech Team's interpretation is correct and that all parties have the same understanding regarding the users and stakeholders' views.

- **Market Research:** Market research activities to determine viable EUL initiatives in support of CARES programs are key to combining these two efforts. As noted in Objective 2, the MicroTech Team's market research capabilities will be used to access real estate market conditions, trends, rates, and concessions nationwide. Market information such as building and tenant profiles, detailed analysis of availability, cost and location of labor supply, and available alternative sites ensures that accurate trending data for market pricing will also be integrated.
- **Environmental Baseline Survey and Audit:** With regard to environmental matters, the Team will follow the 1969 requirements of NEPA to consider the environmental impacts of major federal projects, share information with the public, identify and assess reasonable alternatives and coordinate efforts with other planning and environmental reviews. The initial determination for environmentally sensitive issues will be made through commissioning an environmental review. Depending upon the results of the review an environmental assessment may or may not be necessary to quantify the potential for environmental harm and to develop plans to reduce the harm. Finally, an environmental impact statement which is an in-depth analysis used for major development projects that will significantly change the environment, may or may not be required. The statement covers social and economic influences, as well as environmental impact, and looks at alternate ways to proceed with the project.

Highest and Best Use Study: MicroTech Team's appraisers will carry out MAI approved methodologies to determine the market value of VA assets. These techniques will include highest and best use analysis, replacement cost estimates and income methodologies. This valuation and appraisal work will be supplemented by CBRE's comprehensive market research capabilities. CBRE's market research capabilities enable access to real estate market conditions, trends, rates and concessions in virtually every key market in the country. Access to market information such as building and tenant profiles, detailed analysis of availability, cost and location of labor supply, and available alternative sites ensures accurate trending data for market pricing.

Appraisal/Valuation Analysis: The MicroTech Team will prepare an appraisal(s) to determine market value using the Appraisal SOW Template in this RFP as well as financial analysis of all alternative plans. The financial analysis will consist of cash flow and present value *pro formas* utilizing (Argus) software. These financial runs will use the units of square feet of building areas and acres of land determined in the planning activities. In turn, these numbers will be combined with our knowledge of market rental rates, sales figures, and market trends in order to provide substantive and reliable financial data for each CARES Comprehensive Property Reuse Plan Task Order.

Industry Forum/Expression of Interest: The MicroTech Team will organize an industry forum at which attendees will be given an overview of the EUL program and a detailed explanation of the project. The venue for the forum will be determined by the location of the project as well as a determination of where the best response will be realized. A web site will be created to offer the project information electronically and to register all interested parties. Local, regional, and national advertising will be used as well. Finally, direct contact will be made by a combination of phone, mail, and email to known vendors and others that are known to the MicroTech Team.

Reuse Master or Land Use Concept Plan: The reuse master or land use concept plan will incorporate VA's goals, market forces, site constraints, as well as affiliate and stakeholder input. Our Team will rank the recommended plan's attributes to illustrate the opportunities that we feel will accomplish VA's mission. Additionally, our Team will indicate those opportunities that were considered, but rejected, and the rationale behind those decisions.

Enhanced-Use Concept or Business Plan: The recommended concept business plan will also delineate all of the pertinent analysis to support the recommendation using the proper VA templates. All back up information collected, as well as all assumptions used in planning and financial models, will be provided to VA.

Communication and Reuse Marketing Plan: Our Team will prepare and implement a plan to inform all interested parties, including stakeholders, affiliates, and local community members of VA's plans. Our Team will orchestrate formal advertising in connection with solicitations, government approvals, and public relations consistent with all relevant requirements.

Transaction Management and Implementation Support: The MicroTech Team will draft all necessary documents to implement the transaction and represent VA's interest in each CARES project. We will also provide ongoing reporting and monitoring services from a property management and facilities perspective as appropriate for individual projects.

Subfactor 3: State-of-the-Art Methodologies and Systems

MicroTech has an established process to respond to VA EUL Task Orders. The time frame to complete this process will be adjusted to meet VA's required response time for each individual Task Order. MicroTech can shorten this process to provide Task Order proposals in order to meet urgent and emergency VA requirements.

Contract Start-Up/Phase-In Methodology

The MicroTech Team is prepared to provide a full complement of experienced staff upon program inception. Two members of the MicroTech Team, Patton Boggs and CB Richard Ellis, are presently performing work in the EUL context. Every member of the MicroTech Team has meaningful experience working with VA, and thus understands its charter and objectives. MicroTech has a successful methodology for managing, staffing, and integrating the workflows for delivery order contracts for high technology engineering services, EUL Program services and other sophisticated, multi-dimensional projects. MicroTech's staffing methodology, which is being successfully used on our other MicroTech contracts, is discussed in detail in the Summary of MicroTech Team Past Performance on Page 66.

Task Order Intake Methodology

MicroTech has an established Task Order response process, composed of repeatable steps to ensure the best technical solution is planned and executed to satisfy VA requirements:

- When a Task Order is received, our project Executive Director will assign a Task Order Lead.
- The MicroTech Team will hold a Technical Interchange Meeting with VA to ask questions, clarify issues, and ensure our complete understanding of the Task Order.
- The technical solution is planned with input from all factors of production. Inputs from the MicroTech Team, including legal, real estate, finance, planning, architectural/engineering, are all brought together to develop the best solution. The proffered solution will include materials, costs, and schedules.
- Following a review by the MicroTech Team, the Task Order Lead, and senior project staff, the Task Order response is presented to our senior project staff for review and approval.

- After approval, the MicroTech Team will estimate the Task Order response cost and develop our cost proposal.
- The MicroTech Team finalizes our Task Order response technical and cost proposals for submittal to VA. These steps are shown in the following figure.

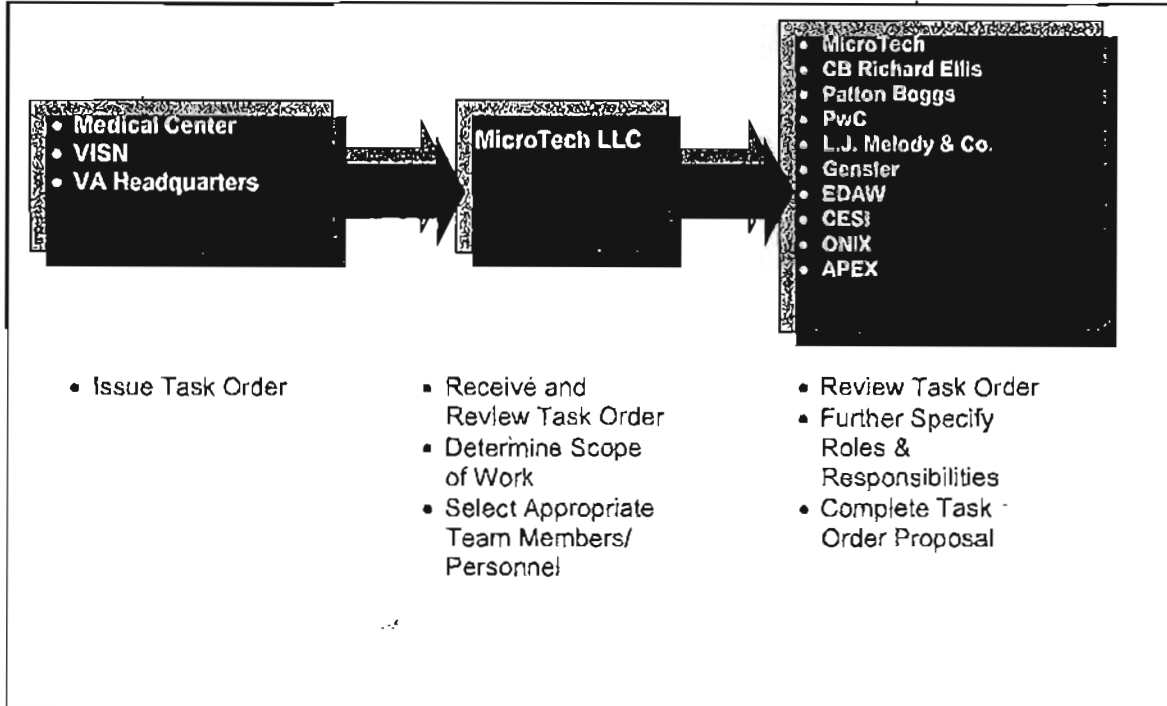


Figure 1: MicroTech Task Order Intake Process.

MicroTech Task Order Execution Plan

As soon as a Task Order is issued, the MicroTech Team will prepare a written work plan based on information provided by VA including:

- Requirements, goals, and objectives of the specific Task Order
- Workflow schematic and identification of a suitable IT platform/protocol for coordination
- Assignment of experienced Team members with clearly defined rolls and responsibilities
- Identification of any required outside expertise or resources
- Draft schedule for the entire engagement, with key milestones and highlights identifying the overlapping and dependent tasks
- Communication platforms and protocols with VA and our Team members
- Estimated travel or other potential reimbursable expenses
- Proposed deliverables and milestones

The MicroTech Team will forward this proposed work plan to VA for review and confirmation that its scope is consistent with the expectations and requirements of the Task Order. Modifications to the proposed work plan will be made as required based upon VA input.

Once the execution of a Task Order begins it will follow the approved work plan. If and when new information becomes available, the Team may determine a more creative and effective implementation methodology. The Team will present any proposed deviations to VA with an explanation for the proposed change, and integrate all approved revisions or adjustments. Our

ability to incorporate this type of input into a EUL Program is unique. MicroTech's value-added offering can provide significantly better results for VA.

The MicroTech Team is experienced in using Information Technology tools for monitoring the implementation progress of the Task Order. We will utilize our IT expertise to create a Task Order-specific software program to track each element, each deliverable, each employee, and each objective so as to ensure timely execution of every Task Order. In addition, the MicroTech Team will conduct regularly scheduled project meetings to coordinate activities, address new or pressing issues, and provide an opportunity for Team members and VA to interact. This meeting schedule will be established based on the initial perceived needs of each EUL Program Leader's work plan. As the implementation proceeds, the MicroTech Team will adjust the schedule to address issues as they evolve. The MicroTech Team will issue update reports in coordination with meeting minutes. These reports will also monitor established quality control protocols for Task Order conformance, highlighting issues that need to be addressed.

At the completion of each Task Order, the MicroTech Team will issue an "after action" report, focusing on lessons learned and detailing both successes and challenges identified in completing the Task Order. The "after action" report will also assess the Team's performance against agreed metrics, and proposing future improvement strategies.

Task Order Management Methodology and Systems

For each Task Order, the MicroTech Team will apply a rigorous set of project management procedures designed to ensure that all work is satisfactorily completed within time and budget constraints. These procedures incorporate the following proven control mechanisms:

- Technical Performance and Reporting Controls, such as periodic work plan review sessions and weekly Team meetings to discuss requirements, audit progress, and resolve issues before they become problems.
- Administrative Project Controls, such as maintaining proper staffing levels, schedule monitoring, and cost accounting to track Task Order status and resource ceilings so that any major timing or level of effort deviations can be detected and corrected without the occurrence of delays or overruns.
- Quality Assurance Controls, such as structured reviews/edits of deliverable items and interim system walk through/demonstrations to enhance service reliability and prevent delivery of unsatisfactory work products. The MicroTech Team's Quality Assurance Program is fully described in the FACTOR 4: Quality Assurance and Metrics Plans Section on Page 108 of this proposal.

Delivery order close-out will commence once we have verified with VA that all known requirements have been accomplished and all specified deliverables have been accepted. A final invoice delineating labor hours worked by category, the associated prices, and any reimbursable expenses will then be submitted within 30 days of completion. Mr. Anthony Jimenez, the MicroTech Team's Executive Director and principal, is responsible for planning and executing our response on all Task Orders issued by VA. Mr. Jimenez has an M.S. in Acquisition Management and an M.A. in Information Management. He is a graduate of the Defense Acquisition University; is Certified in Program Management; is a Certified Contracts Manager, and a Certified IT Professional with more than 15 years of acquisition management experience. Mr. Jimenez has successfully served as a Board Select Program Manager in the Army Acquisition Corps. Mr. Jimenez will provide the continuity of service necessary to ensure that all VA requirements are achieved in the same high quality manner. Mr. Jimenez's high level training and experience is complimented by MicroTech's proven administrative staff. These individuals are all highly trained professionals with extensive expertise; most of them are also service disabled veterans. Their functions include:

Administration of the contract/Task Orders: Includes negotiation and processing of modifications, clarification of contract terms and conditions, processing of new Task Orders, close out of completed Task Orders, and other functions related to the administration of the Task Order.

Administration of Subcontracts: Includes all functions associated with the administration of subcontracts under the Task Order such as development of initial subcontracts, negotiation of subcontract modifications, issuance of subcontractor's purchase orders, and close out of completed purchase orders.

Purchasing: Includes the selection of vendor, price negotiation, and purchase of all materials and supplies required to accomplish the Task Orders. Mr. Jimenez will maintain contact with the appropriate level executive in each of our Team member's organizations to ensure that any problem with a Team member that is reported can be quickly resolved at a high level within the organization.

MicroTech Task/Contract Reporting System and Deliverables: MicroTech's established procedures and policies are required for the reporting of every active Task Order. These procedures and formats provide for periodic reports and reviews including:

- **Weekly Task/Delivery Order Reviews:** These reviews are conducted informally on a weekly basis for each Task Order. These technically oriented meetings are attended by the Project Manager, subject matter and technical experts, Task Leader, and appropriate staff to examine the progress of each Task Order, and to make adjustments as required.
- **Monthly Project Review:** This review brings together the Executive Director, Principle, Director, Project Managers, Task Leaders, and the Team Leaders to discuss and ensure that all technical and resource requirements of the Task Order are being met.
- **Monthly Progress Report:** This is a written report submitted on a monthly basis to VA's EUL Project Contracting Officer Technical Representative and/or the Contracting Officer which provides an assessment of the progress on each of the Task Orders, along with actual cost and schedule information by delivery order versus planned cost and schedule. This Report will also address any challenges encountered and the solutions. The Report will be in the format specified by VA; will discuss the progress on all open Task Orders; and, will be delivered to VA on or before the 15th of each month.
- **Problem Reporting System:** Despite a well structured, competently staffed Task Order, problems can still arise and must be dealt with quickly and effectively. Early warning of developing concerns is essential so that the problem can be dealt with before it creates a major impact. The detailed procedures that MicroTech has developed and successfully implemented for problem reporting and tracking are noted below.
- **Task Order Final Report:** At the conclusion of each Task Order, MicroTech will produce and deliver a written Task Order Final Report which provides background on the task accomplished, schedule of accomplishment, funding expended, problems encountered and their solutions, final task results, and lessons learned.
- **Team Member Management:** When the MicroTech Team receives a Task Order from VA, our Team will use our task staffing requirements determination methodology to determine the numbers and labor categories of personnel required to complete the Task Order. The Executive Director will request specific numbers and labor categories of personnel from each relevant Team member. The staff are immediately integrated into the individual Task Order project and led by our dedicated Task Order leader and Project Manager. Each Team Member assigned to a Task Order attends and participates in weekly Task Order review sessions through which MicroTech monitors the timelines and deliverables. The Task Order Project Managers use MicroTech's state-of-the-art IT

software platforms to monitor the technical performance and constantly evaluate schedules and staffing levels. Team Members can communicate in real time via MicroTech's proprietary IT Software platform.

MicroTech Team's Information Technology Systems and Tools

The MicroTech Team will utilize a rich set of automated systems and state-of-the-art software tools in its performance of the proposed project.

Project Management, Design, and Scheduling: The MicroTech Team will use a variety of software applications to manage, track, and communicate project information. The primary tool for developing schedules and assigning resources is Microsoft Project. Microsoft Project is used as a platform to develop, manage, and align project resources with the project schedule. AutoCAD 2004 is the standard 2D and 3D electronic drawing tool used by our Team for the development of building and site drawings. The Gensler portion of the Team will enhance CAD drawings with Illustrator CS (Creative Suite) v.11 and Photoshop to enhance the communication and presentation capabilities of a drawing. Gensler utilizes a visual information manager (Aperture) in combination with a database and CAD to embed usable statistical information in a drawing. Gensler also utilizes several other programs for electronic presentations. These state-of-the-art technology solutions will enable the MicroTech Team to present detailed drawings and renderings of EUL Program reuse possibilities and will allow VA to request adjustments and promptly see, in multidimensional formats, how the reuse options can be scaled and formatted.

VA EUL Knowledge Management (KM) Solution:

The MicroTech Team is expert in configuring and applying highly scalable KM solutions that enable productivity and information-sharing, facilitating large numbers of smart teams and connecting sites, people, knowledge and business processes to aid organizations by using a single user-friendly aggregate console to provide Web services and applications.

Using our proven KM solutions, VA will be able to locate and organize applications, teams and people, as well as integrate and provision collaboration sites from one place. The MicroTech Team solutions will provide VA with an intelligent portal that seamlessly connects users and Team Members to help the MicroTech Team take advantage of relevant and timely information to work more efficiently: This new VA KM solution will create a complete view of VA's EUL business, providing access to all of the relevant information, documents, and applications through the KM portal allowing VA to create and manage team and personal sites, seamlessly integrate with previously disconnected sites, and collaborate with one another. In executing VA EUL Task Orders, both the MicroTech Team and the responsible VA officials will be able to find and reuse timely, relevant information from systems and reports, quickly locate and access documents, and Task Order schedules. The MicroTech Team will use knowledge management to put relevant information at the fingertips of MicroTech Team management, and VA. Both the Team and VA staff will become more productive through immediate access to up-to-date, relevant information. Each user will be able to organize all of the information, files, and applications that they access daily in a single view on "My Site," with a single sign-on, without having to remember a password. Through audience targeting, the MicroTech Team staff will be able to provide customized access for designated VA staff based on their individual roles, hierarchy, or interests—pushing relevant Task Order updates, links, files, and applications, to their personalized portal. Benefits to VA include:

- Shared knowledge across VA
- Maximum use of VA's intellectual capital
- Self-service portals for participants in VA's EUL program
- Business process automation

- Reduced development time and cost using MicroTech's out-of-the-box portal services
- Easy deployment with flexible options

Reporting and Coordination Tools: All reporting and coordination among MicroTech Team members and VA will be set up on a highly scalable collaboration system operated by MicroTech who will use the site to communicate with VA and the MicroTech Team; to track deliverables and timelines; and conduct "real time" meetings electronically when circumstances dictate. Our collaborative system takes file storage tasks, from saving to sharing information, to a new level and provides communities for team collaboration, empowering users to work together on documents, tasks, contacts, events and other projects. We enable team and site managers to easily manage site content and activity, and the environments are designed for straightforward and flexible deployment, administration and application development. We deliver an outstanding reporting and coordination solution with flexible deployment and management tools.

Market Research and Demographic Databases: MicroTech Team member CBRE has access to a substantial set of market research and demographic databases capturing both local and national information and trends. The Information Management Group at CBRE has more than 200 professionals in 70 offices across the country providing clients with accurate, insightful, and current market knowledge. The MicroTech Team will leverage the Information Management Group in order to access the following proprietary databases and third party resources:

- **Market Data:** Costar, Xceligent, Realhound, First American, Loopnet, PikeNet, and GlobeSt
- **Mapping Capabilities:** FastMap!, MOS 4.1, "Aerial Photography", iMark/Claritas, and BusinessPoint
- **Business Intelligence:** Hoovers, Factiva, Moody's, Standard and Poor's, and EDGARS
- **Economics:** Torto Wheaton Research, Torto Wheaton Select, National Real Estate Index, Economy.com, IMF, and Real Capital Analytics
- **Miscellaneous:** BOMA, ULI, and IFMA

Financial Analyses Tools: The MicroTech Team will use VA and OAEM standard formats such as the Cost Effective Analysis Template, the Risk Analysis Guide, and the Earned Value Analysis when performing financial analyses on assigned projects/Task Orders. To the extent permitted using available software licenses, the MicroTech Team's proprietary intelligent portal designed specifically for this EUL Program and the associated Task Orders awarded to the MicroTech Team will capture key elements of the project management: scheduling, reporting, coordination tools, market research, demographic databases, and financial analysis tools. This arrangement will help to make the MicroTech Team's portal a valuable resource for VA.

Subfactor 4: Understanding the VA and VA's Current and Upcoming Challenges

The MicroTech Team possesses an extremely high level understanding of VA and its current and upcoming challenges. Indeed, every member of the MicroTech Team has significant experience working with VA, in many cases for several decades and at very senior levels. For example, our Team has developed technical and marketing feasibility reports and environmental site assessments for VA's Office of Asset Enterprise Management; provided commercial facility management for VA Headquarters; devised a mixed-use master plan for the former Fort Richey

<p>Our past service delivery record and commitment to quality demonstrate our understanding of VA.</p> <ul style="list-style-type: none"> • Team members have decades of service delivery history to VA. • Team members have a record of successful delivery of consulting projects for HQ and in VISNs and 40 medical centers. • Team members have more than 50 employees with direct VHA project experience. • Deep experience of VA and VHA and congressional leadership.

military base; authored the Enhanced-Use Lease legislation for the VA and other federal agencies; and advised the U.S. Congress on VA's mission and budget. As a result, the MicroTech Team has developed a keen appreciation for the VA's broad and expanding mission as well as its current and upcoming challenges.

Beyond this, the MicroTech Team also brings decades of experience on behalf of other similarly situated federal agencies, all of whom are also attempting to manage assets more effectively and improve service delivery. For example, beyond its VA credentials, the federal agency work completed by the MicroTech Team includes: devising strategies to enhance the valuation/marketing and subleasing of FDIC properties, managing the environmental site assessment/planning for a major GSA contract, devising a plan to preserve historic properties associated with the Walter Reed Army Medical Center, creating alternatives for underutilized assets at the Brookhaven National Laboratory, and developing program and project management, procedures, training and implementation of infrastructure improvements at 16 military installations.

As a consequence of these efforts with VA and throughout the federal government, the MicroTech Team is deeply immersed in efforts to maximize the reach, range, and quality of services delivered by federal agencies, including VA. The MicroTech Team will leverage this broad and deep understanding of VA, as well as the skill sets that accompany this expertise, to enable VA to leverage their assets and thereby enhance its service delivery capacity. One particularly significant example of the MicroTech Team's understanding of the VA's challenges, and our capability to bring the skill sets necessary to provide effective, results-oriented services, is Team member PwC's work, summarized in Figure 2, on behalf of Veteran's Health Administration (VHA). Through years of services provided to VHA, Team member PwC has come to appreciate fully the multifaceted challenges associated with providing quality, accessible healthcare services to our aging Veteran population of over 4.5 million across the United States, Puerto Rico, Philippines and Guam, as depicted in Figure 2.

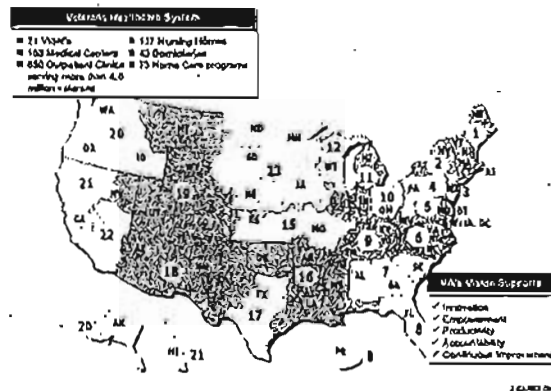


Figure 2: Veterans Healthcare System

Members of the MicroTech Team have worked closely with VHA on critical projects including: enhanced computerized patient medical records; expanded delivery of low cost pharmaceuticals; increased clinical care in areas such as post-traumatic stress syndrome and prosthetics; and, improved interaction with the commercial provider market where programs such as VA education and research now tap into some of the most dynamic healthcare organizations in the world. In addition, MicroTech Team members have significant experience evaluating veterans' access to care and quality of care, as demonstrated in, through VISN level work as well as through its highly acclaimed evaluation of VA's Cardiac Care Program. These challenging assignments have required Team member PwC to use its considerable knowledge and proven skills in order to become familiar with VA databases, assimilate large volumes of data from diverse sources, and efficiently reach accurate and meaningful conclusions.

Table 3: VA Healthcare Project Experience

Office/VISN's/MC	Projects	Outcomes
VISN's 1, 3, 4, 6, 7, 8, 10, 17, 19, & 22	<ul style="list-style-type: none"> Coding assessments Coder and physician education Revenue Cycle CBOC Initiative 	<ul style="list-style-type: none"> Improved data quality Enhanced cash flow Increased coding compliance Improved underlying processes Improved veteran access to care Enhance quality of care Increased patient safety
Chief Business Office	<ul style="list-style-type: none"> Project Management for Development and Implementation of Revenue Office Technology Projects Payer Relations Health Information Management Policy and Procedure Assistance 	<ul style="list-style-type: none"> Improved data quality Enhanced Cash Flow Increased efficiency of business processes Achieved HIPAA compliance
Office of Policy and Planning	<ul style="list-style-type: none"> Evaluation of Cardiac Care Program 	<ul style="list-style-type: none"> Improved data quality Enhanced quality of care Improved underlying processes Increased patient safety
Office of Research and Development	<ul style="list-style-type: none"> Defueling and Decommissioning Planning for a Nuclear Reactor at Omaha VAMC 	<ul style="list-style-type: none"> Increased operating safety and compliance Decreased operating costs

Through projects such as these, MicroTech Team members have developed a very substantial appreciation for the scope and complexity of VA's current and upcoming challenges. These types of assignments, and others highlighted in the FACTOR 4: Quality Assurance and Metrics Plans Section on Page 108, have enabled our Team to develop a keen appreciation for the challenges the VA currently face and will face in the future. The MicroTech Team will bring this expertise to the EUL Program.

Our Team's Problem Solving Capabilities and Solutions

As noted in the Subfactor 4: Understanding the VA and VA's Current and Section on Page 27, the MicroTech Team enjoys the benefit of substantial levels of past experience directly with VA and with similarly situated federal agencies. As a consequence, the MicroTech Team has developed problem solving capabilities and specific solutions that will assist VA in achieving its EUL Program objectives.

One excellent example of the types of solutions developed by MicroTech Team members is found in the trail-blazing work by Team members Tony Kushnir and Michael Simmons, who enjoyed substantial careers with VA, including extensive involvement in the design and development of VA's EUL Program.

Following enactment of the EUL legislation authority in 1991, Mr. Kushnir developed and implemented a strategic plan for program implementation within VA so that VA would have a vehicle for the comprehensive redevelopment for all of its property holdings. Since the EUL Program was entirely new to the federal government, there were no existing organizational models, position descriptions, or administrative procedures for its development. As Director, Mr. Kushnir addressed this challenge by developing the administrative, budgetary, and financial

Our high-level EUL Experience

- Team members instrumental in the Development of the EUL Program
- Team members with the leading experience of implementing EUL projects across the Federal Government
- Team members have past experience working together on EUL

management framework required to implement the EUL Program, including the establishment of a core office staffed by professionals with responsibility for directing and coordinating the various VA, field and headquarters offices involved in the planning, development, and operation of the EUL Program. This office ultimately became VA's Office of Asset Enterprise Management (OAEM). Mr. Kushnir directed the development of the administrative process and procedures for VA's consideration, approval, and execution of EUL.

From a legal policy perspective, Mr. Simmons was VA's Chief Counsel for developing VA's legal positions on the scope and parameters of the EUL legislative authority. Mr. Simmons worked closely with the staff of VA's Congressional Oversight Committee to assure not only that they were comfortable with VA's implementation of this unique authority, but also to solve issues and implement necessary legislative improvements to the EUL Program authority. The process developed by Mr. Kushnir and Mr. Simmons provided a multi-level, integrated approach to involve all of the stakeholders associated with a potential EUL Program. This approach included VA approval of a concept of business plan, a public hearing, competitive selection of a lessee/developer, oversight reviews by VA's Congressional Committees, oversight review and approval by VA's internal (CIB) process, and OMB concurrence for significant (over \$4 million value) projects. Mr. Kushnir developed the first approach to integrate the EUL Program into VHA and VBA (Veterans Benefits Administration) capital asset planning efforts, including VHA's initial CARES (Capital Asset Realignment for Enhanced Services). During his tenure, the EUL Program was adopted by the VHA as one of its significant tools in its strategic CARES program. As a consequence of these effective solutions, the VBA has made the EUL authority its primary acquisition method for collocation of its regional offices onto VA property.

Mr. Kushnir's and Mr. Simmons' efforts also included leading educational seminars for the various VHA VISN (Veteran Integrated Service Networks) about the EUL Program, as well as producing and distributing informational material, procedures, and sample documents for development of EUL Programs at those VISN's. As a result, Mr. Kushnir and Mr. Simmons enjoy significant relationships with most, if not all, of the VISN Directors as well as the individual Medical Directors and their key staff. These relationships will help to enable the MicroTech Team to more quickly address issues and resolve challenges as they arise.

Messrs. Kushnir and Simmons also conducted or participated in all of the industry forums and public hearings for EUL projects, and developed many of the legal documents for each of the EUL transactions. In this context, they met with hundreds of local authorities, veterans groups, neighborhood associations, environmental and historic focus groups, local economic development associations, local developers, financial institutions, and industry leaders. As a result, they are well acquainted with the key leaders, as well as the potential issues and concerns of these stakeholder groups. Since each group and every issue can become a "make or break" factor for any given EUL Program, our Team's familiarity with the process and the "players" will allow us to anticipate issues and fashion solutions to challenges.

Additionally, MicroTech Team members have been intimately involved in supporting numerous EUL and similar programs completed or in process by VA, DoD, NASA, Department of Energy, and Department of the Interior. Each of the EUL processes had its own set of issues and challenges; and, in each case solutions were developed by our Team members, often by leveraging our familiarity with the statute, the EUL Program, or VA. As a result of this unique and extensive subject matter expertise, the MicroTech Team is uniquely qualified, capable, and prepared to offer its proven problem solving capabilities and solutions to help VA realize its goals and objectives with the EUL Program.

Our Team has Developed Methodologies and State-of-the-Art Systems Useful in the EUL Program Context

As demonstrated throughout Subfactor 2: Technical Approach to Enhanced-Use Leasing Section on Page 12, the MicroTech Team possesses an exceptionally high-level understanding of the EUL Program; and, as a result of our numerous EUL Program engagements, our Team has had the opportunity to develop the type of sophisticated methodologies and systems that come only as a result of actually implementing every element in the multidimensional EUL Program.

Our Team members have crafted the legal, business, and programmatic foundations not only for VA, but also for the other federal agencies that followed VA's model and obtained similar legislative authority. Team members Mr. Kushnir and Mr. Simmons have successfully secured more than \$190 million in private sector investments toward the redevelopment of VA properties and facilities through various ongoing EUL Programs. MicroTech's Team will rely heavily on the wide-ranging knowledge that Mr. Kushnir and Mr. Simmons bring to the EUL Program area.

MicroTech Team members have also provided services to various federal agencies that have followed the VA's successful EUL Program. For example, in the spring of 2002, NASA engaged Patton Boggs in connection with NASA's review of existing legal authorities for redevelopment of their properties, as well as to provide recommendations and services in connection with a NASA legislative initiative to obtain an expanded legal authority, similar to VA's EUL legislation. These efforts culminated in the enactment of a EUL authority for NASA in February 2003. In 2002, Patton Boggs provided similar services for the Department of Energy (DOE), in connection with DOE's review of energy savings programs and legislative initiatives to extend and expand its authority for such programs. This effort included discussions with the policy level executives at the Office of Management and Budget with respect to the Federal Government's fiscal and budgetary policies, as set forth in OMB Circular A-11 and its exhibits, to energy development, energy improvements, and such innovative programs as VA's EUL Program.

Team member Patton Boggs continues to represent the University of Chicago and Brookhaven Science Associates in the development of various facilities on the grounds of the Department of Energy National Laboratories at Argonne, Illinois and Brookhaven, New York. In addition, other MicroTech Team members have each assisted agencies in the development of programs and policies for the implementation of EUL programs and helped private organizations prepare EUL offers and implement them. In each context, MicroTech Team members have utilized their substantial expertise and carefully developed strategies required to comply with the EUL legislation while at the same time devising methods to enhance shareholder input as well as EUL Program value.

Moreover, our Team will have access to the Global Best Practices (GBP) service, hosted by Team member PwC. Based upon the experience of Team members PwC, the MicroTech Team has determined that this service provides our Team unparalleled depth of analysis and the ability to compare VA's OAEM management activities to industry management activities. GBP Provides insight to help mitigate risk and improve performance of business processes. It includes a universally recognized process framework to classify research findings, business risk and control information, detailed best and next practices, company profiles, qualitative benchmarking tools to compare performance to best practices, and quantitative benchmarking to compare overall performance. GBP is truly a robust and one-of-a-kind knowledge base which the MicroTech Team will use to ensure the advice it provides to VA is based on the best global practice.

A field of experience that not only sets the MicroTech Team apart from any competitor, but also yields significant value is our highly developed capability in the federal budget scoring process, as required under the Federal Credit Reform Act. In the context of its work in both the public and private sectors, MicroTech Team members have worked closely with OMB, GAO and CBO staff as well as with other federal agency personnel in interpreting and applying OMB's budget scoring

guidelines used for innovative capital asset programs. These include the DoD Military Housing Privatization Initiative (MHPI) as well as DoD's previous military housing (Section 801) program. Because of this past experience in EUL transactions, our Team has developed an unparalleled knowledge of OMB's expectations and interpretations of the various fiscal criteria, policies, and elements that make up its budget and scoring policies. This expertise will be employed by the MicroTech Team to create structures and transactions that yield the maximum value for VA. MicroTech Team member work and experience also includes the development and review of pro-forma financial models for determining privatization feasibility and budget scoring impacts. Team member Tim Hutchens (CBRE) also brings significant expertise in the area of the federal budget scoring process:

As a result of this deep grounding in the development of the EUL Program and the Team members' broad-ranging and successful implementation of all elements of a thorough EUL Program, the MicroTech Team has developed methodologies and state-of-the-art systems which will be further enhanced by MicroTech's Task Order-specific portal and software driven implementation platform, discussed in detail in the Subfactor 3: State-of-the-Art Methodologies and Systems Section on Page 22.

The MicroTech Team's Understanding of VA and its Current and Future Challenges are Well-Grounded

As noted through Factor 1: Understanding the Requirements/Approach Section on Page 8 and specifically in the Subfactor 4: Understanding the VA and VA's Current and Section on Page 27, every member of the MicroTech Team has substantive VA experience that will enable our Team to accomplish an expedited ramp-up on all Task Orders. In addition to the unique expertise Team member Patton Boggs brings to the table¹, the MicroTech Team also possesses another unusual and valuable resource: a deep understanding of the impact the legislative process has on VA. Indeed, central to the MicroTech Team's ability to understand the VA, its mission, and its challenges, is our Team's recognition of the significant role played by the U.S. Congress in determining VA's mission and funding levels. The MicroTech Team will also benefit from the service of Advisory Team member Patrick E. Ryan. Mr. Ryan served as a budget analyst and then staff attorney at VA, from 1977 to 1983, providing him with an appreciation for the budgetary and legal constraints facing VA. Since 1983, Mr. Ryan has served as legal counsel to the Committee on Veterans Affairs in the U.S. House of Representatives. During this time, he has assumed progressively greater responsibilities, earning the trust of the Committee's membership, VA, and veteran's organization alike. Most recently, Mr. Ryan has served as the Committee's Staff Director and Chief Counsel, a position he has held since 2001. During his career on Capitol Hill, Mr. Ryan has gained vast experience in navigating the budgetary process and has an intimate understanding of the political challenges and legal parameters that bound any major new VA initiative. As a result, Mr. Ryan's experience will be an invaluable asset to the MicroTech Team as we leverage our knowledge of VA on behalf of the EUL Program and the CARES project.

Beyond the congressional/budgetary hurdles, the entire MicroTech Team understands the very diverse veteran population and the wide variety of the VA system stakeholders (e.g., veterans, local community groups, elected officials, and taxpayers) that must be brought into the process in a manner that provides them with an opportunity for meaningful input. Our Team knows that this process can be long, cumbersome, and riddled with political trap doors, but we have successfully

¹ Patton Boggs helped to develop the EUL legislation and successfully brought the EUL Program to various other federal agencies and private sector clients.

navigated through it enough to understand that, if managed properly, this process can produce a result that slows VA to achieve much of its EUL Program objectives.

The MicroTech Team also appreciates and nurtures the long-term relationships with personnel of all levels at VA Headquarters, VISNs and medical centers that have kept the Team well informed of new initiatives, trends in clinical care and operational policies as well as the current challenges faced by both employees and the veteran user population. Our relationships with personnel at every medical center provide critical insight to the local environment within which EUL Program decisions must ultimately be executed.

As a consequence of this extensive background and experience with VA, the MicroTech Team recognizes that, if properly administered, the EUL Program process will support transformation of the VA healthcare system by reducing the drain surplus real estate places on current resources; potentially increasing resources available to support new capacity to deliver services through greater points of access; offering more preventative care; supporting a patient centric delivery mode; and, enhancing support for clinical centers of excellence.

Accordingly, the MicroTech Team recognizes that the demands placed upon VA and the challenges VA faces in meeting those demands requires a thorough understanding of VA's current and future challenges, including a keen appreciation for the often conflicting or competing requirements presented by the disparate constituencies to whom VA must respond. The MicroTech Team has demonstrated that its experience directly with numerous EUL Programs at various federal agencies, together with its appreciation for the role Congress plays in the EUL Program and the importance of knowing the stakeholders and anticipating their issues, will enable our Team to help VA manage its current and upcoming challenges, including the EUL Program.

FACTOR 2: PERSONNEL QUALIFICATIONS

Subfactor 1: Demonstrated Ability to Attract and Retain Qualified Personnel

The MicroTech Team has the proven ability to provide and retain qualified and experienced Technical, Financial, and Legal O&M staff to support VA's EUL Program. The MicroTech Team has an exceptional performance record for delivering expert real estate, leasing, legal, and technical support services. By pre-assigning personnel with the required skill sets and institutional knowledge from among our Team members with significant, direct and indirect EUL expertise, we have tailored our staff to fulfill all of the solicitation's requirements effectively and efficiently. MicroTech and our Team members fully understand VA's EUL Program support requirements and the level of services that must be delivered to meet VA's customer mission objectives and goals.

<p align="center">MicroTech's Keys to Providing World-Class VA Support</p>
<ul style="list-style-type: none"> • Attract through Reputation • Recruit Aggressively • Hire Only the Best • Staff Up Quickly • Train to Ensure Technical Expertise • Monitor Performance • Retain through Challenging Assignments and Incentives

With the full resources of the MicroTech Team and their immense reachback capability, we are prepared to fully staff Task Orders from the date of award. MicroTech will also augment our existing Team's employee base with new personnel as required by new Task Orders. MicroTech has an unparalleled ability to recruit new personnel and live up to the spirit of this solicitation by attracting and retaining disabled veterans (A large majority of MicroTech's Executive Staff and employees are disabled veterans). One example of our unique ability to recruit qualified disabled veterans is our relationship with US military veterans from the Transition Assistance Program (TAP) in and around the Military District of Washington. Utilizing this relationship, MicroTech has been able to add service disabled staff members on several of our existing contracts. Through this affirmative outreach and corporate commitment we have been able to maintain our high percentage of disabled veteran employees, while experiencing significant growth and adding value to our customers. The entire MicroTech Team is dedicated to meeting and exceeding the statutory requirements of this project, while at the same time ensuring the highest quality technical; financial, and legal support for the EUL Program. We attract the most technically qualified staff by offering a comprehensive employee benefits package combining excellent pay; outstanding corporate management support and comprehensive training; as well as challenging assignments, incentives, and meaningful career development opportunities.

The MicroTech Team's initial staff members are already selected and committed to supporting the EUL Program. Figure 3 provides a view of the MicroTech Team recruiting process. Our Team's collective corporate and HR resources consistently provide successful staff solutions to meet our client's requirements.

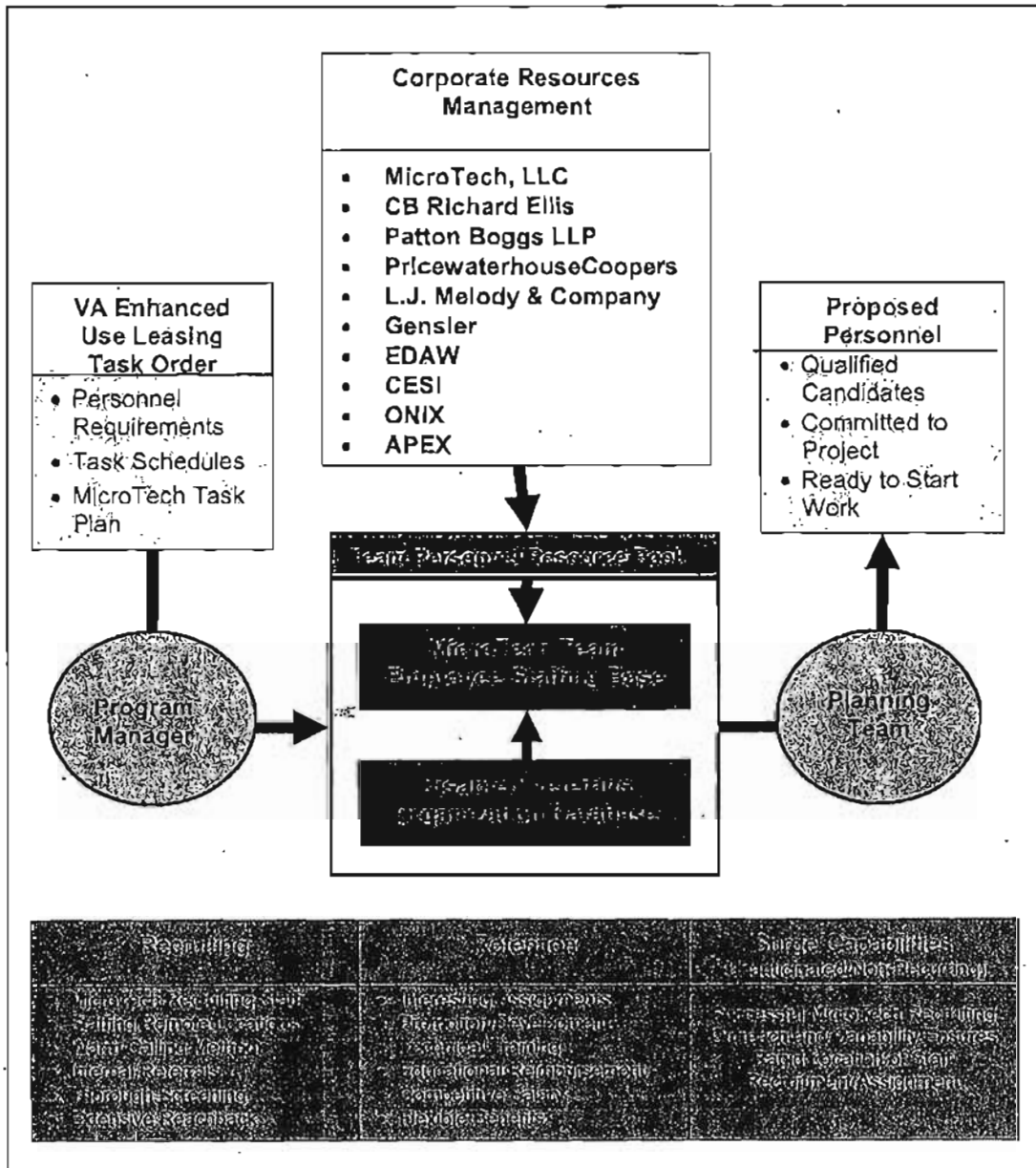


Figure 3: The MicroTech Team Recruiting Process

Our Team's collective recruiting processes consistently provide successful staff solutions.

Benefits and Incentives

The MicroTech Team's attractive benefits and incentive structure ensures employee retention. Our goal is to achieve 95% or higher employee retention rate on the EUL Program and thereby maintain our efficiency and effectiveness. The MicroTech Team has the proven ability to attract, motivate, and retain a highly qualified workforce. The MicroTech Team believes that the following four major factors provide both tangible and intangible benefits that result in enhanced job satisfaction and employee retention:

- Competitive Wages
- Comprehensive and Flexible Benefits
- Positive Management Approach
- Challenging Assignments and Incentives

The entire MicroTech Team is fully committed to both the 95% employee retention goal as well as the policies noted above in order to provide superior staff for all Task Orders associated with the EUL Program.

Competitive Wages

Using various sources of local and national compensation data and applying our industry knowledge, the MicroTech Team has identified competitive salary ranges to attract and retain qualified employees. The Team will offer very competitive wages to qualified candidates to attract the best workforce for the specific disciplines required by the EUL Program. Compensation ranges are continually compared against industry standards and MicroTech modifies pay levels as necessary to maintain highly competitive total compensation packages. Our Team's program is highly effective, both in attracting new recruits and preserving internal equity for existing personnel. We recognize that our employees are our greatest assets; our reputation rests on the quality of their work. We link performance to monetary rewards and determine merit increases by considering an employee's salary, weighed against the current market value of that position, as well as the employee's overall performance rating. Individuals performing exceptionally are eligible for higher merit increases, via our "pay for performance" policy.

Comprehensive and Flexible Benefits

The MicroTech Team is dedicated to providing value-added benefits that meet employee needs. Each Team member has designed a benefits plan to attract and retain highly qualified professionals. For example, each of our MicroTech Team members will attract employees to staff the EUL Program by providing benefits packages which in many cases will be similar to the MicroTech example such as:

- Offering a competitive package of company provided/sponsored benefits.
- Making employees eligible for insurance benefits on the first of the month following their first day of employment rather than the traditional one-to-three months waiting period.
- Allowing employees to participate in company-sponsored 401(k) plans as early as the first paycheck.
- Allowing new employees to immediately apply for tuition reimbursement programs.
- Starting new employees receive a generous accrual rate for paid time-off – 15 days per year
- Providing eleven (11) paid holidays per year whereas many contractors provide only nine (9) paid holidays.
- Increasing paid time-off accrual rate with length of service.
- Offering employee referral bonuses as early as 90 days after the start of employment.
- Recognizing employees through spot bonuses and other incentive award programs.

Table 4: Employee Benefits Programs

The MicroTech benefits program supports recruiting and maintaining quality staff.

Quality of Life Benefits	Insurance Benefits	Income Protection
<ul style="list-style-type: none"> • 15 days of paid time off per year (first 4 years) • 11 paid holidays • FMLA leave • Credit Union membership • Tuition reimbursement • Bonus compensation programs 	<ul style="list-style-type: none"> • Company-sponsored/ subsidized PPO medical insurance plan (OCONUS claims are treated as in-network) • Company sponsored/ subsidized dental insurance • Company paid life insurance/AD&D • Optional dependent life insurance 	<ul style="list-style-type: none"> • Company subsidized short-term disability • Company paid long-term disability • Supplemental disability insurance • Medical and dependent care flexible spending accounts • 125 Plan (pre-tax deductions for insurance premiums) • Military duty pay

Each year, our benefits plans are evaluated to ensure that we provide the maximum value to employees and that our benefit plans are competitive and remain an outstanding value for our employees.

Positive Management Approach

Corporate policies, which are conveyed during the orientation program, also assist in retention efforts. The Team's policies stress open communication, individual responsibility and empowerment, as well as on-going improvement. The Team will institute highly effective conflict resolution and internal complaint and suggestion procedures. Our experienced managers use best-practices management techniques to effectively evaluate, motivate, and develop employees. Each MicroTech Team member will provide highly motivated, exceptionally trained, and focused personnel for this important EUL Program. In addition, MicroTech will coordinate and provide in-depth site and project orientation to all Team employees as well as continuous supervision of all staff providing service on Task Orders.

MicroTech Team's Reachback Capability

MicroTech and our entire Team (CBRE, Patton Boggs, PwC, L.J. Melody, Gensler, EDAW, CESI, ONIX) all have an extensive base of qualified employees with the specialized skills required to provide outstanding and successful performance on the EUL Program. The MicroTech Team has more than 20,000 employees located across the United States and worldwide, many of whom have the special and specific skills useful to the successful planning and implementation of the EUL Program and its Task Orders. Our Team members have procedures in place that allow our customized technology collaboration tool/database, to be constantly updated in order to provide for quick access to these employees on an as-needed basis to support Task Orders.

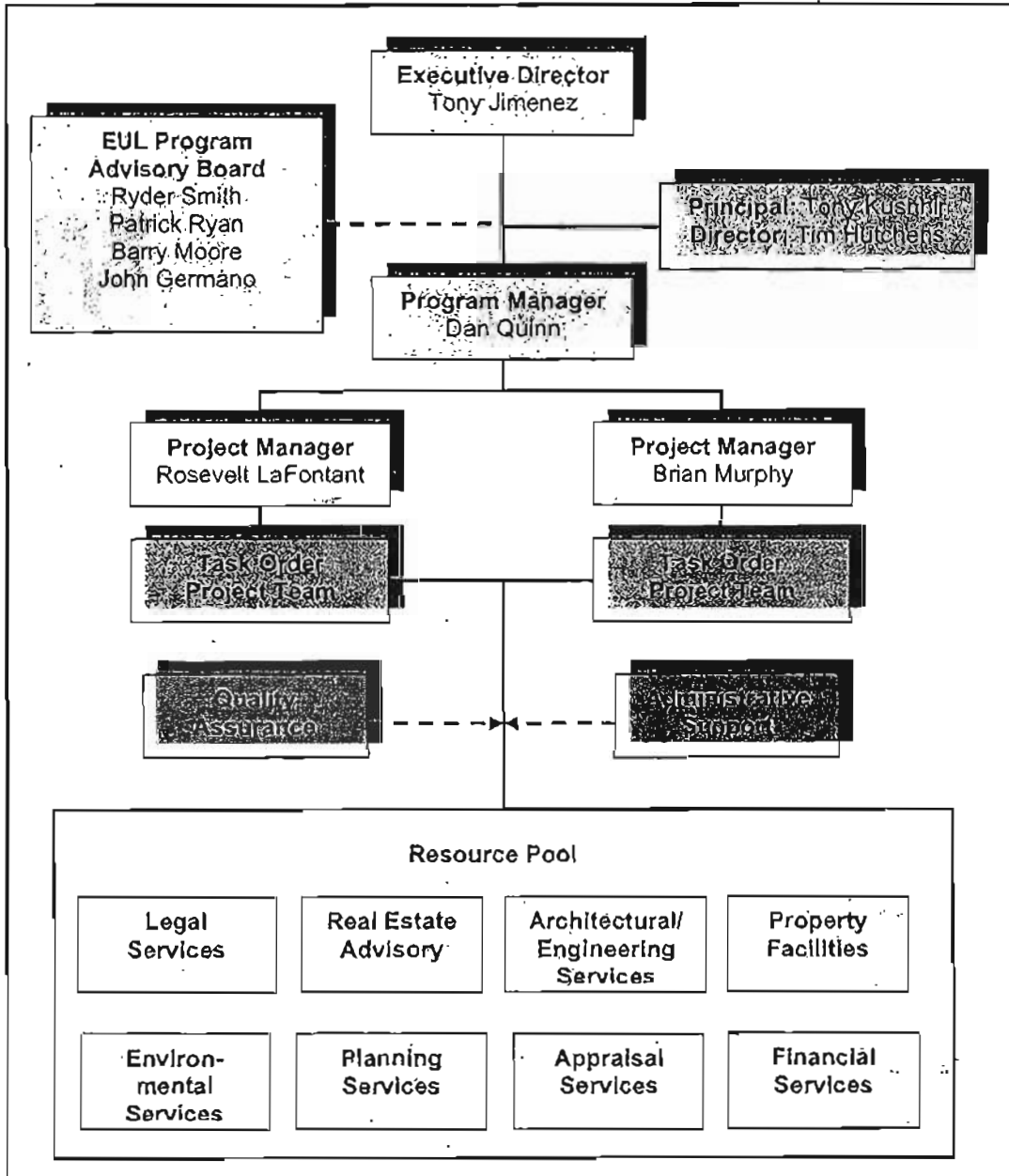
Subfactor 2: Demonstrated Personnel Qualifications and Experience (Knowledge)

MicroTech has organized our VA EUL Program Team to provide the management support, knowledge, and expertise required to successfully complete each assigned Task Order on time, within budget, and to deliver results which will meet or exceed VA goals and objectives.

It is the MicroTech goal to provide a permanent, highly-qualified workforce in all specified labor categories. Supervisory positions will be filled with experienced personnel charged with providing the leadership, direction, functional understanding, control, and accountability needed to ensure that all areas are supported in keeping with the requirements. Non-supervisory positions will be staffed with functional specialists whose verified subject matter knowledge, skills, and performance are exemplary. It is our

intent to select and reassign individuals from our existing staffs, to the maximum extent possible, to ensure we are providing proven performers whose skills have been demonstrated to our satisfaction on other assignments under our direct control. In those unlikely instances where individuals with the required knowledge and skills are not available through Team members or the recruitment process, we will consider contracting with subject matter experts to fulfill specific requirements.

Figure 4 provides an organization chart of MicroTech's VA EUL Program Team and Table 5 provides a list of personnel as it relates to knowledge and skill areas based on resume data.



MicroTech's EUL program organization provides the proper management of our Team to ensure top quality EUL program support.

Figure 4: Proposed Project Organization.

37-40

Subfactor 3: Demonstrated Personnel Knowledge and Experience (Skill)

The MicroTech Team's proposed staff has the necessary combination of substantive technical, legal, and financial VA expertise, including substantial direct EUL Program experience, to provide first class support to each assigned Task Order. These personnel, together with MicroTech's seasoned and experienced management Team, IT solutions, and processes, ensure that VA will realize the goals and objectives it has established for the EUL Program and the CARES initiative. The following table presents the personnel proposed by the MicroTech Team, by labor category.

Table 5: Proposed Project Personnel.

MicroTech Team's proposed personnel possess the knowledge, skills, and experience required to provide quality support for the EUL Program based on resume data

Labor Category	RFP Required Hours	Number of Resumes	Proposed Personnel
Executive Director	2,500	1	Anthony R. Jimenez
Partner/Principal	1,500	1	Anatolij Kushnir Patrick Ryan
Program Manager/Director	3,500	2	Tim Hutchens, Director Brian Murphy, Program Manager
Project Manager Associate	4,500	2	Dan Cleary Dan Quinn
Financial Analyst	3,500	2	Sissaye Gezachew Lee E. Asher
Environmental Engineer	2,500	1	James R. Foster
Environmental Planner	2,500	1	Paul Moyer
Master Planner	1,700	1	David DeSelm
Senior Commercial Real Estate Broker	1,500	1	Jayne Krier
Junior Commercial Real Estate Broker	1,500	1	Adriane McManus
MAI Appraiser	2,000	1	Jerry Harvey
Senior Real Estate Specialist	1,500	1	Amie Rosenthal
Real Estate Specialist Junior	1,500	1	JT Vitelli
Facility Management Executive	500	1	David Nicks
Capital Marketing Specialist	1,500	1	Joe Donato
Property Manager	500	1	Christa Jackson
Transaction Specialist	4,000	2	John Farmakides Curtis Comelessen
Community Planner	1,000	1	Carlos Cabellos
Senior Engineer/Architect	1,000	1	Kevin Woolcott
Financial Analyst Senior	1,500	1	Andy Miller
Financial Analyst Junior	2,000	1	Maury Zanolff
Technical Writer	2,000	1	Arthur Herstein
Administrative	3,500	2	Chris Baran + Gene Hopkins
Senior Partner	500	1	Michael Simmons
Partner	1,000	1	Bob Brams
Junior Partner	1,000	1	John Vogel
Counsel	3,000	2	Jeff Craven Greg Johnson
Staff Attorney	3,000	2	Yost Conner

Labor Category	RFP Required Hours	Number of Resumes	Proposed Personnel
			Jack Deschaue
Senior Associate	1,000	1	Jodi Krame
Mid-Level Associate	1,500	1	Arkin Haille
Junior Associate	1,500	1	Darren Riley
Paralegal	2,500	2	Kathy Iacone Deborah Aschaflenburg
TOTALS	925,500	41	

EUL Program Advisory Board

The MicroTech Team will also draw upon the resources and expertise of its individual members for program review and counseling by formation of an **EUL Program Advisory Board** that will serve our program management by assisting with periodic high level reviews and consultation on legal, real estate, and financing matters.

Table 6: Program Advisory Board Members.
Adding Expertise and Value without adding Cost

MicroTech EUL Program Advisory Board
Diane Hoskins
Barry Moore
Jeff Barber
John Germano
Michael Jury

Resumes

The following resumes of representative personnel proposed by the MicroTech Team to support VA's EUL Program appear in the order specified in the RFP, as previously listed in Figure 2-3.

Executive Director

Anthony R. Jimenez 24 Years Professional Experience 12 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: M.A. Computers and Information Systems – Webster University; M.S. Acquisition Management – Florida Tech; B.S. Management – Saint Mary's University
Certifications: Certified as Senior Program Management - Level III (Defense Acquisition University); Certified as Senior IT/Computer Resources Professional - Level III (Defense Acquisition University); Certified as Senior Contract Manager - Level III (Defense Acquisition University); Certified in Architect-Engineer Services Contracting and Construction Contracting (Defense Acquisition University)
Experience Summary (Knowledge)
Mr. Jimenez brings over 25 years of knowledge and experience in Program Management, Government Contracting, and Information Technology and has successfully led large and complex programs comprised of government and prime-contractor teams ranging from the Army Enterprise IT Transformation initiative (a \$1 Billion effort) to the Army-wide Business Case analysis that executed best business and governance practices for DoD Military and Civilians using IT network systems worldwide. Mr. Jimenez serves as President and Chief Executive Officer of MicroTech, LLC. A Service-Disabled Veteran Owned Small Business that provides on demand support and end-to-end IT and engineering solutions and services to any government situation..
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)
Mr. Jimenez extensive skill sets encompass: <ul style="list-style-type: none"> • Director, Army Acquisition Realignment, redefined organizations and processes, and developed responsive and complex solutions impacting 40,000 acquisition workforce members overseeing \$40

Anthony R. Jimenez

billion annually

- Director of Contracting, managed a \$225 million procurement effort for supplies, services, construction, and information systems in support of Central Command forces assigned to the Persian Gulf.
- Provided construction management oversight. Managed contractors/engineers/architects and coordinated project cost, staffing, and scheduling.
- Prepared project reports and conducted oversight of plans and contract specifications.
- Senior Army Acquisition Official, developed relationships with all military services, DoD and federal agencies within the acquisition community, which led to the resolution of key issues affecting acquisition policy, system supportability, organizational productivity, recapitalization, and acquisition reform.
- Board Select Program Manager and Program Director, managed several large DoD programs with values over \$1 Billion.
- Managed the introduction and application of business process improvements, automation, and Industry/Government best practices to arrive at projected staffing levels during the optimization stage, and then introduce and manage gain sharing activities in transformation stage.

Partner/Principal

Anatolij Kushnir, Esq.

30 Years Professional Experience

15 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: J.D. Law - University of Iowa; B.A. University of Illinois, Chicago

Certifications: Member of the Bar: District of Columbia, Iowa, Maryland; Licensed Real Estate Professional - Maryland

Experience Summary (Knowledge)

Mr. Kushnir's knowledge of the EUL Program is the result of his experience as Director of VA's Asset Management Program and responsible for the acquisition, management, and disposal of all VA capital assets. Mr. Kushnir helped to push the development and implementation of innovative approaches for the acquisition and management of VA's capital facilities and asset management programs. Mr. Kushnir was the architect and author of VA's EUL Program, a unique program in the federal government in terms of its scope and authority. Through this program, VA has secured significant private sector investment onto VA properties for the private development and operation of cogeneration facilities, housing, office buildings, child care centers, medical office, research facilities, parking garages, and retail centers that serve both VA and the local economy.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Kushnir's skills encompass every aspect of the EUL Program:

- Principal policy and business advisor regarding acquisition, management, and disposal of all OAEM capital assets and ensures a consistent and cohesive Department approach to capital asset management.
- Initiated the restructuring of VA's energy savings initiative program which consolidated a series of uncoordinated procurements into an established, single focused, center of expertise that is responsible for the overview and management of the various energy service and performance contracting initiatives being undertaken nation-wide.
- Current enhanced lease/public-private venture initiatives include efforts at National Aeronautics and Space Administration facilities, the Argonne National Laboratory, the Brookhaven National Laboratory, the Cayman Islands, and the Department of the Army.
- Teaches a training course sponsored by the University of Maryland for the Department of the Air Force on EUL.
- Served as an associate counsel to the Naval Facilities Engineering Command, where he provided a complete program of legal advice and services to the Command, the Chief of Naval Operations and constituent Commands on all real estate, environmental and construction activities.

Partner/Principal

Patrick Ryan, Esq

30 Years Professional Experience

15 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: J.D. Law - Georgetown University Law Center; B.A. Political Science - University of Maryland



Patrick Ryan, Esq.
Experience Summary (Knowledge)

Mr. Ryan's knowledge and experience with VA: Staff Director and Chief Counsel, Committee on Veterans Affairs, U.S. House of Representatives. Under the leadership of the Chairman, Mr. Ryan prepared and presented to Members of the Committee a proposed schedule of Committee legislative and oversight activities; implement the approved schedule and revise as circumstance require. Mr. Ryan advised and consulted with Congressional leadership and Administration officials to achieve Committee, leadership, and Administration objectives. Mr. Ryan worked with constituent organizations representing over five million veterans seeking to influence budget and legislative agenda.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

- Mr. Ryan's skills relevant to the EUL Program are:
- Provided analysis of EUL in terms of its relevance to VA, impact on the mission and budget process.
 - Deputy Chief Counsel, Committee on Veterans Affairs, U.S. House of Representatives:
 - Advise staff director and committee members on legal and policy matters under the Committee's jurisdiction
 - Analyze economic effect of Committee legislation and other legislation dealing with the federal budget.
 - Chief Counsel and Staff Director (Minority), Committee on Veterans Affairs, U.S. House of Representatives
 - Advise minority members on legislative and budget matters affecting veterans' benefits and services provided by the United States.
 - Counsel, Subcommittee on Hospitals and Health Care, Committee on Veterans Affairs
 - Provided guidance to the Committee on Veterans Affairs on preparing legislative programs, analyzing, and recommending appropriate budget levels, and general oversight of the Veterans Health Administration.
 - Oversight responsibilities included understanding trends in health care financing, managed treatment models, health care management theory, and application including methods of controlling costs, and health care personnel compensation systems and employee discipline mechanisms.

Program Manager/Director (2)

Timothy C. Hutchens, Esq.
22 Years Professional Experience
5 Years Relevant VA's Enhanced-Use Leasing Program Experience

Education: J.D. Law - University of Chicago; B.S. Economics - Johns Hopkins University
Certifications: Licensed Real Estate Professional in Virginia and Washington, DC; Member of the Bar of the State of Illinois and the District of Columbia.

Experience Summary (Knowledge)

Mr. Hutchens knowledge and experience of EUL Program is based around the legal aspect of; Providing services to private sector and governmental entities in connection with all aspects of federal real estate transactions, including lease procurements, Enhanced-Use Leases, site acquisitions, investment sales, project financing, and build-to-suit-lease transactions. Mr. Hutchens has worked for the past 25 years with building owners and developers in successfully completing more than 20 million square feet of federal government leases, including the largest federal lease ever consummated -- the new USPTO Headquarters at Carlyle in Alexandria, Virginia. He has represented various federal government agencies, including the Federal Deposit Insurance Corporation, in real estate planning, needs and market analysis, portfolio considerations, leasehold acquisitions and real property dispositions.

Experience Relevant to VA's Enhanced-Use Leasing Program (Skills)

- Mr. Hutchens skills relevant to the EUL Program are:
- Represented the developer in the enhanced use co-location projects in Atlanta and Milwaukee. Prepared many of the documents used in such transactions.
 - Extensive experience in structuring federal leases "scored" as operating leases under OMB guidelines.
 - Served as the team leader providing real estate advisory and transaction services to the FDIC over the past 5 years.
 - Assisted in the structuring of an Enhanced-Use Lease like program by the Department of Energy and the implementation of the first successful project at Oak Ridge National Laboratory.

Program Manager

Brian P. Murphy 24 Years Professional Experience 6 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: B.A. Philosophy - Santa Clara University
Certifications: Licensed Real Estate Professional: Virginia, District of Columbia
Experience Summary (Knowledge)
<p>Mr. Murphy has more than 24 years of experience in representing both Public Sector and Corporate clients; he is responsible for delivering integrated account management services to his clients including components such as strategic planning, portfolio and transaction management, project and construction management, facilities management, lease administration and relocation services. Mr. Murphy has represented such corporate clients as Walt Disney Company, ABC News, SAP America, Eastman Kodak Company, Raytheon, Rockwell International, Boeing, General Dynamics, MCI Telecommunications, Mobil Oil, Starpower, L-3 Analytics, and also serves as National Account Manager for United States Postal Service, U.S. Department of State, and the F.D.I.C. He has represented the U.S. Postal Service in real estate acquisitions, dispositions, valuations, and project management assignments.</p>
Experience Relevant to enhanced use leasing (Skills)
<p>Mr. Murphy's skills relevant to the EUL Program are;</p> <ul style="list-style-type: none"> • Has served as U.S. Postal Service's project manager in rezoning, designing, and entitling a 9 Million square foot development site on the waterfront in Boston and a 1.1 acre site in downtown San Francisco. • Managed a multi-year assignment with responsibility to oversee the entitlement process which will allow Postal to realize the greatest value of the property from potential purchasers, tenants, joint venture partners, etc. while retaining the ability to negotiate from a position of strength. • The site in San Francisco has completed the entitlement and rezoning process and is under contract to a national multi-family residential developer who will construct a 675,000 square foot project in 2005.

Program Manager Associate (2)

Daniel J. Cleary III 35 Years Professional Experience 15 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: M.S. Logistics Management – Florida Institute of Technology; M.S. National Defense Strategies – National Defense University; M.A. General Studies – Loyola College; B.S. Business Management – Virginia Polytechnic Institute & State University
Certifications: Rochester Institute of Technology Spirit of Innovation Award Judge; Malcolm Baldrige National Quality Award Board of Examiners; VHA Kizer Quality Achievement Award Board of Examiners
Experience Summary (Knowledge)
<p>Mr. Cleary's knowledge and experience include;</p> <p>Owner of a Service-Disabled Veteran-Owned Small Business that provides organizational-wide performance management and improvement products and services to include recognized "Best Business Practices" in Integrated Strategic Planning, Organizational Measurements, Process Mapping/Management, and Customer Management. Mr. Cleary brings an optimum blend of government and commercial experience and expertise in achieving significant improvements in operational, strategic, and financial performance, and customer satisfaction. His government clients have won ten Baldrige-based State Quality Awards for performance management with verified significant improvements in customer and employee satisfaction, cost reduction, efficiency, effectiveness and training management. He has successfully led government wide performance improvement efforts for the Vice President of the United States as well as DCMA, DLA, DOD, SMBC and DA. He provides the executive leadership and employees the responsive management solutions to align, synchronize and integrate their organization's IT, customers, plans, processes and systems to achieve their goals and objectives.</p>
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)
<p>Mr. Cleary's skills relevant to the EUL Program focus on:</p> <ul style="list-style-type: none"> • Providing enterprise wide performance management services to public and private sector operations, and designing, developing and implementing Malcolm Baldrige Criteria for Performance Excellence-



Daniel J. Cleary III
35 Years Professional Experience
15 Years Relevant Experience VA's Enhanced-Use Leasing Program

- compliant operating systems.
- Performance measurement systems, project and program management process, policy deployment, process management, customer and employee satisfaction surveys, benchmarking, reengineering, strategic planning systems, customer management systems and problem solving methodologies.
 - Aligning organizational visions, strategies and tactics with work unit and individual performance plans and developing customer-focused and results-oriented measurement and improvement systems.
 - Assisting senior leaders make effective use of various performance-based diagnostic and alignment tools and techniques to develop strategies and plans, and prioritize projects and initiatives for enhancing their organizations' mission effectiveness and operational efficiency.
 - Benchmarking advisor to the Office of the Vice President of the United States' National Performance Review (NPR). Co-developed the Federal Quality Institute's Executive Leadership Benchmarking Course and taught the course.
 - Working with senior leaders of DOD and other government organizations on aligning, synchronizing, and standardizing their organization to its vision, mission, and goals.
 - Developed and deployed Total Army Quality (TAQ) to integrate quality management principles into the Army's management philosophy, leadership doctrine, and approach to Information Technology.

Daniel R. Quinn
25 Years Professional Experience
10 Years Relevant Experience VA's End-Use Leasing Program

Education: MBA Finance – Columbia University; M.A. Architecture – Columbia University; B.A. Political Science – Amherst College

Certifications: Licensed Real Estate Professional – District of Columbia; Urban Land Institute International Facilities Management Association

Experience Summary (Knowledge)

Mr. Quinn's knowledge and experience of EUL related programs include; Working as an architect in New York City and then becoming a corporate real estate developer before concentrating on consulting services. Over the past 25 years he has been an advisor to numerous clients helping them to define their real estate needs in support of their core business objectives. In this capacity, he has planned and developed more than seven million square feet of office space, data centers, call centers and labs for clients such as Hewlett Packard, the vanguard group, Wachovia bank and the FDIC. Mr. Quinn has also directed the development of a number of investment properties ranging from new construction and renovations to historic rehabilitation projects.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

- Mr. Quinn's skills relevant to the EUL Program are:
- Specializes in strategic planning for corporations, institutions, and large professional service firms.
 - Provides services in feasibility analysis, scenario modeling, and financial analysis for a wide range of real estate projects.
 - Planned and developed more than seven million square feet of office space, data centers, call centers, and labs for clients such as Hewlett Packard, The Vanguard Group, Wachovia Bank, and the FDIC.
 - Directs development for investment properties ranging from new construction and renovations to historic rehabilitation projects.
 - Provides international pre-development services for the Samsung Group on a 15 million square-foot mixed-use project in Seoul and Korea.
 - Consultant to one of the largest development conglomerates in Jakarta, Indonesia, the Jaya Group.

Financial Analyst (2)

Sissaye Gezachew
15 Years Professional Experience
10 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Business Finance – University of Wisconsin

Sissaye Gezachew
Experience Summary (Knowledge)

Ms. Gezachew's core knowledge area focuses on finance; Extensive experience in project cost reduction, cost-effective problem solving, credit and risk management, equity and debt financing, investor and analyst relation, general accounting and reporting, financial planning and analysis.

Experience Relevant to VA Enhanced-Use Leasing Program

Ms. Gezachew's skills relevant to the EUL Program are:

- Provides research and analysis for multi-million dollar accounts to predict growth trends, project includes analysis of the political and economical status for business development in foreign markets.
- Analyzes investor risk capacity and recommends appropriate strategies for opportunities in foreign investment.
- Managed more than \$1.8 million in real estate loans quarterly.
- Manages active portfolios for new and existing commercial loans, negotiate and structure loans for industry analysis and collateral evaluation.
- Recommends loan requests within guidelines of return on asset, geographical marketing goals and credit quality.
- Coordinates with industry and bank experts to secure and execute client mandates, obtain credit and financial information necessary to assess the financial risk in commercial and installment loans.
- Implements technological improvements through the design and installation of a detailed cost accounting and inventory tracking systems.

Lee E. Asher
14 Years Professional Experience
8 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Financial Management - Tulane University; M.B.A Finance - Goizueta Business School at Emory University

Experience Summary (Knowledge)

Mr. Asher's knowledge and experience are centered around the financial and commercial real estate industries; having assisted on leasing and investment sales transactions for various property types including office, industrial, retail, and multifamily. Prior to joining the MicroTech Team, Mr. Asher was co-founder and COO of iTendant, Inc., a provider of service request and maintenance software to commercial building owners and operators. Before starting iTendant, Mr. Asher was Senior Vice President and Managing Director of ACG Professionals in Atlanta where he headed the Analytical Services Group and supervised due diligence and financial modeling efforts for clients.

Experience Relevant to VA's Enhanced-Use Leasing Program (Skills)

Mr. Asher's skills relevant to the EUL Program are:

- Modeled and analyzed all investment property classes, ranging from \$1 billion portfolios to \$1 million single-property assets.
- Experience includes several regional mall portfolios and large office and retail transactions such as Rockefeller Center in New York City, Embarcadero Center in San Francisco, and Ala Moana Center in Honolulu.
- Directs a consulting group comprised of over twenty-two professionals throughout the country who provide financial and analytical consulting to brokerage teams, both internally and externally, as well as their institutional, financial, and corporate clients.
- Leverages proven experience and local market knowledge of more than 14,000 real estate professionals worldwide to provide custom analyses, which empower clients to make the most informed real estate decisions.

Environmental Engineer

James R. Foster
30 Years Total Experience
12 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Environmental Resource Management - Pennsylvania State University

Certifications: Certified Hazardous Materials Manager, Master Level Number 9345; AHERA Asbestos Inspector;



James R. Foster

AHERA Asbestos Supervisor; AHERA Asbestos Management Planner; Dale Carnegie Sales Course; President-National Capital Chapter-Certified Hazardous Materials Managers-Current

Experience Summary (Knowledge)

Mr. Foster's knowledge of EUL centers around environmental management; manages a staff of environmental professionals in the ongoing environmental management of client properties and investigation of potential acquisitions for clients; P&L responsibility for the environmental group; provides project management, leads environmental site assessments, and conducts technical review of project documentation.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Foster's skills relevant to the EUL Program are:

- Provides technical support, project management, report writing, and acts as point of contact for clients, subcontractors, and regulatory agencies on environmental assessment, facility audits, and National Environmental Policy Act (NEPA) environmental assessments.
- Participated in the successful completion of several large environmental remediation projects; conducted asbestos and lead inspections for the Fire and Life Safety upgrade project of 140 air traffic control towers; provided asbestos and lead awareness training to the building occupants including air traffic controllers and union representatives, airport tenants, and FAA management.
- Provides support as a team member performing TSCA, NPDES, and RCRA inspections for the U.S. EPA. The inspection activities required a working knowledge of the regulations and consisted of site inspections, record review, sample collection, and report writing. He performed over 100 TSCA compliance inspections in six different EPA Regions.
- Thorough visual inspection of facilities, sampling of various media to determine extent of contamination, review of facility documents, and inspection report preparation. The NPDES inspections were conducted to determine compliance with existing permits for wastewater discharge.
- Conducted inspections requiring collection of samples utilizing automatic sampling equipment, reviewing process waste streams, and interviewing plant personnel.
- Performed RCRA compliance inspections of federal facilities, including defense installations, to determine waste disposal practices.

Environmental Planner

Paul Moyer

17 Years Experience

8 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. Urban Planning - University of Cincinnati

Certifications: American Institute of Certified Planners

Experience Summary (Knowledge)

Mr. Moyer's knowledge base is focused on architectural planning; A certified planner with background in architecture, land use planning and environmental impact analysis. Mr. Moyer has applied his talents to community-based projects for both public and private sector clients, from the military to developers.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Moyer's skills relevant to the EUL Program are:

- Due diligence effort to determine the potential for federal office use and, alternatively, the highest and best private sector use.
- Assisted in addressing key challenges including the proximity to a surrounding residential context, the site's occasionally steep topography, and new perimeter security provisions.
- Addressed challenges pertaining to the acquisition of a 2,600-acre former prison site in Lorton, Virginia and developed a reuse plan that would turn what was once a growth liability into a community and regional asset. The scope of work includes conceptual guidelines and design standards to guide implementation.
- Walter Reed Army Medical Center, preparation of a reuse plan for Forest Glen Annex with alternatives developed that are compatible with the surrounding neighborhood and allow for adaptive reuse of unique and historic structures on site.
- Assisted in the market analysis surveys of on- and off-base land uses, development of reuse options, and recommendations for an implementation framework for the reuse of a 2,100-acre former USAF base.



Master Planner

David DeSelm, AIA
30 Years Professional Experience
10 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: M.A. Architecture - Washington University; B.A. Architecture, A, Math and Economics, DePauw University

Certifications: Member of AIA; Registered Architect; Member of International Facilities Management Association; Secret Security Clearance

Experience Summary (Knowledge)

Mr. DeSelm brings over 20 years of master planning knowledge and experience to the EUL Project, including extensive U.S. and international experience in master-planned communities, resort communities, office and industrial complexes, university campuses and mixed-use centers. This work includes managing and preparing feasibility studies, strategic plans, master plans, site plans, architecture, landscaping, and sign design guidelines, phasing strategies, and master planning management systems for large scale development in the United States, Mexico, Asia, and the Middle East.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. DeSelm skills relevant to the EUL Program are:

- Played a critical lead role in the master planning, parcel planning, urban design, design guidelines and design management for 12 million sf of high-tech industrial, office, medical and retail development in the planned community of Irvine, CA (Irvine Spectrum Business Complex).
- Orchestrated and lead multiple efforts with regard to master planning, parcel planning and design concepts for: mixed-use residential, retail, employment and recreational enclave for 10,000 families
- Authored the master plan and design concept for an 800,000 sf mixed-use office, hotel and retail entertainment complex adjacent to the proposed Smithsonian Air and Space Museum Annex at Dulles Airport.

Senior Commercial Real Estate Broker

Jayne Krier
11 Years Professional Experience
3 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. English - University of Nebraska

Certifications: Licensed Real Estate Salesperson; Virginia, District of Columbia

Experience Summary (Knowledge)

Ms. Krier's knowledge area is the representation of client financial portfolio's; she has focused her expertise on servicing both Public Sector and Corporate clients and is one of the founding partners of the Washington, DC Corporate Advisory Group, a division of Global Corporate Services.

Experience Relevant to Enhanced-Use Leasing Program (Skills)

Ms. Krier's skills relevant to the EUL Program are:

- Responsible for delivering integrated account management services to her clients such as portfolio and transaction management, facilities management and relocation services.
- Worked with corporate clients such as SAP America and Acterna Corporation as well as the American Cancer Society.

Junior Commercial Real Estate Broker

Adrienne McManus
21 Years Professional Experience
4 Years Relevant Experience VA's Enhanced Use Lease Program

Education: University of South Carolina (Business Administration)

Certifications: Licensed Real Estate Salesperson in Washington, DC; Member, DCRC

Experience Summary (Knowledge)

Ms. McManus has over 21 years of knowledge and experience in the real estate industry. She has focused her efforts on the Global Corporate Services since 1995. Ms. McManus has since managed several multi-market and national real estate accounts for such clients as MCI WorldCom and Viacom. Some of her key competencies include: broker selection and oversight, monitoring and tracking progress of transactions, budget

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Adrienne McManus

review, and client reporting of real estate professionals on a national and international basis.

Experience Relevant to Enhanced-Use Leasing Program (Skills)

Ms. McManus' skills relevant to the EUL Program are:

- Worked directly with the Senior National Accounts Manager in the representation of the United States Postal Service.
- Served as the account manager in the oversight of acquisition, disposition, and appraisal services for the Department of State.

MAI Appraiser

Jerry Harvey

20 Years Professional Experience

15 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. Business - Emory University

Certifications: Certified General Real Estate Appraiser: District of Columbia, Maryland, Virginia, West Virginia; Member, Appraisal Institute (MAI); Member, Commercial Investment Real Estate Institute

Experience Summary (Knowledge)

Mr. Harvey has more than twenty (20) years of knowledge in Real Estate Appraisal, Consulting and Brokerage experience throughout the United States specializing in the District of Columbia, Baltimore, Richmond, and Hampton Roads metropolitan areas. Long experience in a wide variety of properties and markets.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Harvey's skills relevant to the EUL Program are:

- Established and managed Chase Manhattan Bank's Mid-Atlantic real estate valuation department, directing the appraisal process for a portfolio in excess of \$1.0 billion.
- Experience in commercial real estate leasing, sales and finance.
- Valuation expertise spans a wide variety of properties and markets, including office buildings, community retail centers, regional malls, industrial buildings, residential and commercial subdivisions, apartment buildings, and hotels.
- Considerable experience performing highest and best use studies, cash flow sensitivity analysis, and trade area analysis.

Senior Real Estate Specialist

Arnold S. Rosenthal

36 Years Professional Experience

7 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Accounting; M.C.S. Accounting and Financial Management

Certifications: Chairman of the Board-Lafayette Federal Credit Union; Presidential Rank Award of Meritorious Executive; Mortgage Bankers Association of America; National Association of Government Guarantee Lenders National Association of Development Companies

Experience Summary (Knowledge)

Mr. Rosenthal brings over 35 years of knowledge in accounting and financial management. He has a distinguished career in loan portfolio management with extensive experience in project management, asset sales oversight and management, transaction financial services, due diligence services and asset management, including all aspects of servicing and liquidation, accounting and all budgetary related functions. Mr. Rosenthal is responsible for client oversight and management of the Federal Financial Advisory Services group, which specializes in providing financial advisory services to government agencies.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Rosenthal's skills relevant to the EUL Program are:

- Authored the U.S. Small Business Administration's asset sales program that had Technical responsibility for all phases of budgeting, including all credit programs requiring sophisticated analysis of subsidy rate calculations.
- Controls a \$450 million administrative budget and a \$12 billion lending budget.
- Asset management including all aspects of servicing and liquidation, accounting and all budgetary related



Arnold S. Rosenthal

functions.

- Responsible for management and oversight of a \$50 billion direct and guaranty loan portfolio to include all servicing and liquidation activity.
- Increased cash collections by 41% through his liquidation improvement efforts and developed a liquidation pilot program for the National Association of Certified Development Companies (CDCs), which has received national recognition as the model for government and private sector servicing and liquidation efforts.
- Oversight and direction on implementation for all Treasury collection and offset programs as mandated by Congress in the Debt Collection and Improvement Act of 1996 (DCIA).

Real Estate Specialist Junior

J.T. Virelli

10 Years Professional Experience

10 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Sociology - Brigham Young University

Certifications: S-6 Investment Company Products/Variable Contracts Representative; S-7 General Securities Representative; S-63 Uniform Securities State Law; S-66 Uniform Combined State Law; Registered insurance salesperson: District of Columbia, Virginia, and Maryland

Experience Summary (Knowledge)

Ms. Virelli has been involved with quality control for more than ten years. Ms. Virelli has excellent systems orientation and quantitative abilities. Ms. Virelli's strong background in securities and experience negotiating trades provides her with a broad perspective on the financial markets. Ms. Virelli is an expert at analyzing large amounts of data and reporting pertinent information as well as tackling opportunities to improve processes and work in a team environment.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Ms. Virelli's skills relevant to the EUL Program are:

- Responsible for trading a variety of financial instruments including equities, fixed income, mutual funds, and annuities.
- Conducts detailed analytical reviews of equity and fixed income holdings in investment portfolios.
- Utilizes the latest analytical tools to perform comparative analysis of security holdings and formulate specific security recommendations consistent with risk tolerance, time horizon, and financial goals
- Designs reports that summarize relevant information in simplified format for investors.

Facility Management Executive

David Nicks, AIA

24 Years Professional Experience

8 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. Environmental Design - Texas A&M University

Certifications: Certificate in Facilities Management, Ferris State University; Member of AIA, Registered Architect; Member of International Facilities Management Association; Secret Security Clearance

Experience Summary (Knowledge)

Mr. Nicks has over 24 years of knowledge and experience in large and complex strategic planning, master planning, consulting, architectural, and interior design projects. He has served as client contact and project manager for diverse projects, and has lead teams from detailed strategic plans through design and final occupancy that met the client's needs. He is responsible for coordination of the strategic planning, design, technical, and consultants from project initiation through contract administration. David also served as the Manager, Facilities Planning, Design, and Construction for Armstrong World Industries, a \$4 billion building products manufacturer.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Nicks' skills relevant to the EUL Program are:

- Developed a strategy to utilize corporate real estate more effectively. The strategy included organizational analysis / effectiveness, space analysis and financial analysis. The Strategic Plan resulted in divestment opportunities of 500,000 square feet.

David Nicks, AIA

- Directed the planning, site selection analysis, facility programming, architecture, interior design, engineering and financial management for a 90,000 sq. ft. new office facility and a 30,000 sq. ft. office renovation with a final total cost of \$20 million.
- The United States Patent and Trademark Office (USPTO) project is a 2,000,000 square foot project that is the 3rd largest government building and the largest government lease in history.
- Developed a leasing, exit and occupancy strategy for USPTO. The consulting project goal was to develop a leasing, exit and occupancy strategy for the government that saved the taxpayer money, informed the delivery sequence of the new facility and had the least disruption to the Patent and Trademark operations.
- Developed a project delivery strategy that addresses schedule management, scope management, team management and client management. We accomplished each milestone without major revisions by providing weekly reviews with the government within each phase.
- Project Manager for developing a strategy to analyze the Crystal City Portfolio totaling 7,000,000 sf. The purpose of the process was to identify exit / consolidation scenarios for Agencies to minimize excessive rent and operational disruption to the agencies and identify a planning strategy for the Crystal City sub-market. Project Architect for the historic renovation, building design, interior and engineering for a 15,000 sq. ft. addition and a 12,000 sq. ft. renovation of the Historic Lone Star Brewery to house the Gilbert Denman Collection of Antiquities

Capital Marketing Specialist

Joe Donato

11 Years Professional Experience

11 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.S. Business Economics - State University of New York at Oneonta; M.S. Real Estate - Johns Hopkins University

Certifications: Certified Public Accountant - Commonwealth of Virginia; National Association of Industrial and Office Properties; International Council of Shopping Centers; Mortgage Bankers Association of America; American Institute of Certified Public Accountants

Experience Summary (Knowledge)

Mr. Donato's knowledge areas are finance and economics. He was a Senior Financial Analyst with Insignia/ESG. In this capacity, his responsibilities were to perform financial analysis, due diligence and underwriting debt and equity placements. Mr. Donato served as Senior Analyst for The Zitelman Group, where he was responsible for the financial oversight of real estate investments, and worked with Clark Enterprises as a Staff Accountant and The Rappaport Companies as a Staff Accountant.

Experience Relevant to VA Enhanced-Use Leasing Program (Skill)

Mr. Donato's skills relevant to the EUL Program are:

- More than 11 years experience in commercial real estate finance, acquisition, disposition, valuation, and analysis and has been involved with more than \$1.5 billion of financings.

Significant Assignments include:

- Department of Transportation Headquarters - District of Columbia \$490 million
- First Washington / CALPERS Retail Portfolio - CA, OR, WA, CO, TX \$165 million
- 1700 K Street - District of Columbia \$126 million
- The Madison Hotel & Office Building - District of Columbia \$103 million
- Crescent at Carlyle - Alexandria, VA \$76 million
- Arlington Gateway Apartments - Arlington, VA \$76 million
- 1100 13th Street - District of Columbia \$73 million
- 1899 Pennsylvania Avenue - District of Columbia \$71 million
- Potomac Center I - District of Columbia \$67 million
- 300 M Street - District of Columbia \$53 million

Property Manager

Christa Jackson 11 Years Professional Experience 5 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: B.A. Business Administration - Randolph-Macon College
Certifications: Licensed salesperson: District of Columbia, Virginia, and Maryland
Experience Summary (Knowledge)
More than 11 years of commercial real estate knowledge and experience, including the following: management of property income and expenses; preparation and implementation of operating budgets; administration, interpretation, and enforcement of lease provisions; management of engineering staff and building system performance; supervision and administration of building service contracts.
Experience Relevant to VA Enhanced-Use Leasing Program
Ms. Jackson's skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Managed a 1 million square foot mixed-use office park in Suburban Maryland, half of which (500,000 SF office) was leased to Food and Drug Administration. • Experience managing other GSA-leased space, including Department of State (200,000 SF office) and Census Bureau (250,000 SF office). • Preparation of reports to owners on financial, operational, and leasing issues.

Transaction Specialist (2)

B. John Farmakides, Esq. 20 Years Professional Experience 5 Years Relevant Experience to VA's Enhanced-Use Leasing Program
Education: J.D. Law - American University School of Law ; MBA Finance – James Madison University B.S. Business Administration, Management/Economics – James Madison University
Certifications: Member of the Bar, District of Columbia; American Bar Association; Mortgage Bankers Association of America; National Association of Government Guarantee Lenders; National Association of Development Companies
Experience Summary (Knowledge)
Mr. Farmakides has extensive knowledge in; directing the daily operations of financial advisory services to government agencies, providing the federal government with a broad range of financial services, including loan sales, asset management and due diligence, capital market services, enhanced use lease, leasing, acquisition and disposition, joint ventures, syndications, development projects and recapitalizations.
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)
Mr. Farmakides skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Provides the U.S. Federal Government with a broad range of financial services, including loan sales, asset management, capital market services, enhanced use lease, leasing, acquisition and disposition, joint ventures, syndications, development projects and recapitalizations. • Completed more than \$3.2 billion in valuation, sales, and marketing of commercial and residential loan portfolios for the Federal Government. • Serves as Senior manager for asset management and due-diligence contracts for the U.S. Department of Agriculture. • Serves as Engagement Manager for a \$650 million national portfolio loan sale on behalf of the U.S. Small Business Administration. • Performs risk management, lender oversight and implementation of an Asset Sales Program for \$10 billion in SBA loan assets. • Develops policy, regulations, and procedures for national, regional, and local asset sales for the U.S. Small Business Administration. • Performs complex financial modeling and valuation analysis, analyzes financial statements and cash flow projections for the SBICs and their portfolio of Small Business concerns.

Curtis Cornelessen 20 Years Professional Experience 10 Years Relevant Experience to VA's End-Use Leasing Program
Education: BS, Cornell University, Hotel Administration; MS, Finance, Real Estate, MIT
Experience Summary (Knowledge)
Mr. Cornelessen has over 20 years of knowledge and experience in both operations and consulting in the hospitality and recreation industry. He was cofounder of an independent, full service hospitality real estate consulting firm and directed the public sector practice involving local, state, and federal agencies, including the Department of Defense and the Department of the interior, National Park service as well as colleges and universities.
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)
Mr. Cornelessen's skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Project director for National Park Service (NPS) Concession Program Business Advisory Services contract. In this role, provides advice and counsel on contract structures, investments, alternative funding strategies and regulations and policies. • Project Director for the Strategic Capital Investment Planning Model for use by the Department of Defense's Morale Welfare and Recreation Agencies. Designed a Food, Beverage, and Entertainment Planning Model which has been used to identify development opportunities on military installations worldwide. • In conjunction with the DoD, Morale Welfare and Recreation Agencies, developed analysis tools to support Non Appropriated Funding Construction Project Requests • Worked with the Department of Defense in implementing Non-Appropriated Funding programs. Evaluated introduction of Non-Appropriated Funding ("NAFI") solutions at Yellowstone National Park and Grand Canyon National Park. Involved in establishing fee evaluation frameworks with the National Park Service and U.S. Forest Service. • Has worked with local, state, and federal agencies to identify suitable outsourcing opportunities. Focus has been on leveraging public financial resources with private sector capital, and identifying suitable private sector partners for development opportunities. • Has testified on issues concerning the NPS Concession Program in front of Congress, the President's Office of Management and Budget, the General Accounting Office, and the Department of Interior. • Project Director for the U.S. Air Force Services Agency Temporary Lodging Facility assessment, which included facility evaluations and investment prioritization.

Community Planner

Carlos Cubillos 20 Years Professional Experience 8 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: M.A. Architecture - University of Pennsylvania; M.A. City Planning / Urban Design - University of Pennsylvania; B.A. Architecture - Universidad Nacional de Colombia
Certifications: Registered Architect; Member Colombian Society of Architects, SCA
Experience Summary (Knowledge)
Mr. Cubillos has 20 years of knowledge and international experience in architecture and master planning, with a focus on mixed-use projects in urban settings ranging from the District of Columbia, to South America and the Middle East. His experience includes design of single- and multi-family residential projects, residential subdivisions, office, and institutional buildings, at both the master planning and architectural design levels.
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)
Mr. Cubillos' skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Authored the Mixed Use Master Plan for the former Fort Ritchie military base. The plan includes rehabilitation and reuse of historic buildings; reuse of existing roads and infrastructure system; 1,500,000 sf of office space, half of which are located within a secured perimeter; plus residential and community support services. • Provided the plan for a 20,000,000 sf mixed use project, based on the expansion of the Haram area (Grand Mosque) and design of monumental pedestrian corridors for Haj pilgrims. • Authored the master plan for a high density mixed-use community, including residential, office, bio-med,

Carlos Cubillos

entertainment and recreation uses, and internal mass transportation systems.

- Authored the plan for a 2 million sf mixed-use office, hotel and retail and residential complex on a wooded site west of Atlanta.

Senior Engineer/Architect

Kevin Wolcott

15 Years Professional Experience

8 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. Architecture - Virginia Polytechnic Institute & State University

Certifications: Member of AIA; Registered Architect

Experience Summary (Knowledge)

Mr. Wolcott has over fifteen (15) years of knowledge and experience in base building architecture and interior design. His extensive client base has included numerous government/civic projects as well as institutional architecture/interiors. He has been both Project Manager and Project Architect, demonstrating a comprehensive understanding of all phases of projects in addition to the nuances of working with consultants. His experience with site assessments and regulatory understanding on projects complex, large and multi-locations is valuable. Evident through his successful work with programming teams, Mr. Wolcott exceeds in the ability to listen to clients and focus on their goals and desires.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Wolcott's skills relevant to the EUL Program are:

- Senior Architect responsible for facilities architecture, office renovations, and relocations of small field offices at roughly 13,000 sf to major offices up to 55,000 sf to the national headquarters location in the District of Columbia.
- Responsible for evaluating air traffic control locations throughout the country and providing guidance on technology upgrades, facilities, architecture and MEP. Mr. Wolcott served as Project Manager responsible for leading the team on this one million sf project. Architectural, economic, and MEP analysis was performed on facilities with respect to implementing new technologies keeping in mind a 10 year migration plan. The client was provided with a detailed work plan and direction for their facilities structures over a 10 year plan.

Financial Analyst Senior

Andrew J. Miller

15 Years Professional Experience

5 Years Experience Relevant to VA's End-Use Leasing Program

Education: MBA, Cranfield Business School (UK); M.Eng, Liverpool University (UK, Maritime Civil Engineering); Bsc, University College, London (UK), Civil Engineering, Honors

Experience Summary

For the last 15 years, Andrew Miller has been one of PwC's leading advisers on implementing capital projects in the real estate and aerospace and defense industries; establishing new business ventures (in particular public private partnerships); corporate and project based transactions; project finance and asset based funding for these sectors; and providing business and financial planning assistance for organizations engaged in real property market more generally. Andy has proven transaction and fund raising experience and is particularly skilled at advising on and implementing complex transactions involving multi-disciplinary teams and reporting to senior executives.

Experience Relevant to VA Enhanced-Use Leasing Program

Mr. Miller's skills relevant to the EUL Program are:

- Experience of Private Public Private Partnerships through his work with government and quasi-government agencies and bidders for public private partnership projects (including enhanced use lease opportunities). He has provided strategic planning assistance to public and private sector clients seeking to implement business development strategies both within the defense, real property and public infrastructure sectors, for example: advice to DoD, UK and other national governments on the restructuring and potential privatization of elements of their industrial base and real property asset portfolios.
- Advisory projects have also included the set-up and funding of large international development projects;

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Andrew J. Miller

mergers and acquisitions; the acquisition and financing of international airports; the development of market entry strategies and implementation of limited recourse financing programs for project based transactions.

Representative projects include:

- **US Army PPPs for Major Installations** – Mr. Miller lead a joint UK/US PwC team working directly for the Assistant Secretary of the Army Installations and Environment to develop a strategic plan for the transformation of whole US Army installations on Continental-USA using public private partnerships.
- **UK Ministry of Defense (MoD) Main Building Redevelopment** – Mr. Miller led our financial and commercial advice to the MoD on the \$1b redevelopment Main Building and rationalization of associated properties in Whitehall.
- **British Army 3rd, 4th and 5th Divisions (Allenby/Connaught)** – Mr. Miller led our financial advisory team advising on the \$1.8B project for the rationalization, refurbishment, redevelopment almost all the British Army's significant installations in and around the Salisbury Plain Training Area and the Aldershot Garrison Town.
- **English Partnerships (formerly The Commission for New Towns (CNT),** a very significant UK urban regeneration authority and land owner) – Mr. Miller helped create a development and financial plan for CNT's 840 acre portfolio in around Milton Keynes, specific asset and contributed to the completion of CNT's national business plan.

Financial Analyst Junior

Maury Zanoft

11 Years Professional Experience

5 Years Experience Relevant to VA's End-Use Leasing Program

Education: B.S. Business Administration - Georgetown University

Certifications:

- The Urban Land Institute (ULI)
- Mortgage Bankers Association of America
- The District of Columbia Building Industry Association

Experience Summary

Mr. Zanoft has more than 11 years of institutional real estate experience and is a Director for a Real Estate investment banking firm. Mr. Zanoft's responsibilities include advising clients in the financing and capitalization of projects for both debt and equity. He began his career as an analyst/underwriter at CRIIMI MAE, Inc. where his team acquired interests in more than \$2 billion in bonds which controlled more than \$33 billion in mortgages on 6000 commercial properties.

Experience Relevant to VA Enhanced-Use Leasing Program

Mr. Zanoft's skills relevant to the EUL Program are:

- Vice President at Clark Realty Capital, LLC, serving on the development staff in a capital markets advisory capacity. His role included managing the development and/or rehabilitation of projects, developing asset management strategies along with financial and capital improvement plans.
- Associate for Lend Lease Real Estate Investments where he was responsible for advising pension funds, non-profits, and local and national governments on the purchase, asset management, and disposition of real estate.
- Asset Manager with Archon Group, the real estate investment subsidiary of Goldman Sachs & Co. Significant assignments include:
 - San Diego Military Housing • San Diego, CA, \$650 million
 - Department of Transportation Headquarters, Washington, DC \$490 million
 - First Washington / CALPERS Retail Portfolio National, \$165 million
 - Onterie Center • Chicago, Illinois, \$126 million
 - St. James Place Philadelphia, PA, \$78 million

Technical Writer

Arthur Herstein 20 Years Professional Experience 7 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: B.A. English - Brooklyn College
Certifications:
Experience Summary
Mr. Herstein has extensive background in writing and publication management. With 5 years as a senior technical writer in technology and engineering projects.
Experience Relevant to VA Enhanced-Use Leasing Program
Mr. Herstein's skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Supervised a team of 4 proofreaders who checked the accuracy of all text appearing in a 320-page monthly general interest magazine. Mr. Herstein is directly responsible for correctness in spelling, grammar, style, format, and so on, at various stages of production through final layouts. • Developed and ran the Editorial Production division for The World & I magazine, taking it from startup to a full-color monthly publication. • Directed all the day-to-day functions of 30 full-time staff working in manuscript entry, proofreading, copyediting, graphic design, page layout, illustration, photography, and photo research, and was responsible for the on-time completion, as well as the quality, of all editorial content.

Administrative (2)

Christopher N. Baran 6 Years Total Experience 2 Years Relevant Experience VA's Enhanced-Use Leasing Program
Education: B.A. History and English literature, University of Maryland
Experience Summary
Mr. Baran's has experience with all administrative duties for a real estate firm including: Designed, populated, and maintain database in MS Access of project data and expenses. Information acquired from firsthand reading of project files, including contracts and correspondence.
Experience Relevant to VA Enhanced-Use Leasing Program
Mr. Baran's skills relevant to the EUL Program are: <ul style="list-style-type: none"> • Produces reference sheets on contracts, project histories, and accounting summaries for use by senior executives and as informational handouts to potential business partners, i.e. construction lenders. • Extensive experience rendering legal language into vernacular. • Prepares budget spreadsheets for project staff and documentation of costs incurred for lenders. • Reconciles subcontractor invoices with stipulated contract amounts, handles accounts payable, and receivable and reconcile business checking accounts, files deeds for recordation and other legal documents and performs research of land title matters. • Earned a reputation for excellence in writing for quality of correspondence and other work products.

Gene E. Hopkins 20 Years Professional Experience 5 Years Experience Relevant to VA's Enhanced-Use Leasing Program
Education: B.S. Business Management – National Louis University; A.A. Information Management – Community College of the Air Force
Certifications: Acquisition 101 (Fundamentals of Systems Acquisition Management); SCI Security Officials Course; AF Agile Acquisition Simulation/Discovery Map Training; Defense Supply Service – Washington Purchase Card Training; Client Support Administrator
Experience Summary (Knowledge)
Mr. Hopkins 20 years of knowledge and experience in military leadership, business management, operations management, business process reengineering, and project administration are key assets for our EUL Team. He has authored policy and benchmarking criteria to effectively implement administrative processes.

Gene E. Hopkins
Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Hopkins skills relevant to the EUL Program:

- Problem solver...influenced senior leadership to increase office manning, resulting in improved quality of service for a 2,000 person company.
- Published operating instructions for internal processes, i.e. security, administrative functions, personnel management, etc. Eliminated duplication of effort and reduced man-hours significantly.
- Managed correspondence files, document distribution, automated suspense tracking system, leave program, security accountability, and temporary duty program.

Senior Partner

Michael R. Simmons, Esq.
30 Years Professional Experience
14 Years Experience Relevant to VA's Enhanced-Use Leasing Program

Education: J.D. Law -University of Baltimore; B.A. Business Administration - University of Maryland

Certifications: Member of the Bar: State of Maryland, District of Columbia

Experience Summary (Knowledge)

Mr. Simmons managed all legal aspects associated with VA's loan asset privatization program through the securitization of mortgage loans owned by VA. For as many as 30,000 loans annually—with total principal balances of approximately \$2 billion—Mr. Simmons structured VA's legal position through his participation in the drafting of all transaction documents, including loan sale agreements, pooling and servicing agreements and underwriting agreements. In total, Mr. Simmons had handled transactions involving 33 sales, with the disposal of more than 300,000 loans and principal balances in excess of \$22 billion.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Simmons's skills relevant to the EUL Program are:

- Principal architect and author within the Office of General Counsel of VA's EUL Program, an innovative program in which under-utilized real estate under VA control is privatized through leases, for terms of up to 75 years, to private entities that in exchange provide cash, improved space or goods and services.
- Secured significant private sector investment onto VA properties for the private development and operation of cogeneration facilities, housing, office buildings, child care centers, medical office and research facilities, parking garages and retail centers that serve both VA and local communities.
- Developed and implemented a unique and innovative financing structure adopted by VA for all of its projects where VA retains considerable involvement with the privatized activity. He authored the legal structures for VA energy savings initiatives.
- Directly responsible for more than \$200 million of private investment that has been successfully placed in facilities and properties. He provides advice to Department of Energy, NASA, the Argonne National Laboratory, and Brookhaven Laboratory on public/private financing issues and provides similar assistance to not-for-profit entities.
- Provides legal support in connection with enhanced-use/privatization projects involving the Department of the Army, the U.S. Army Reserve, and the Government of the Cayman Islands.

Partner

Robert S. Brams, Esq.
20 Years Professional Experience
15 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: B.A. Business Administration - Muhlenberg College; J.D. Law - University of Bridgeport School of Law

Certifications:
 Member of the Bar: U.S. District Court for the District of Columbia, District of Columbia, Pennsylvania, Virginia Board of Directors, District of Columbia Building Industry Association (DCBIA); Co-Chair, DCBIA Commercial Construction Committee; Advisory Council, United States Court of Federal Claims; Co-Chair, National Associated Owners and developers



Robert S. Brams, Esq.
Experience Summary (Knowledge)

Mr. Brams regularly assists owners, developers, architects, engineers, and contractors on a broad range of domestic and international matters involving facility development, project delivery, procurement, project management, and the preparation and negotiation of complex supply and service contracts. Mr. Brams counsels clients and litigates on procurement fraud, compliance, defective pricing, debarment, and suspension issues and matters arising on multiple award schedule, Task Order, and delivery order contracts.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

- Mr. Brams' skills relevant to the EUL Program are:
- Co-Counsel, National Associated Owners and Developers
 - National Institutes of Health, Laboratory Renovation Project – representation of development manager on transactional and claim matters
 - Provides Counsel largely on pre-and-post award bid protests, as well as mediation, arbitration and litigation of performance disputes on federal, state and overseas construction and engineering projects and contracts for supplies and services
 - Played a lead role in litigation and project development involving office headquarters; hotel, retail and residential facilities; manufacturing plants, hospitals and laboratories

Junior Partner

John H. Vogel, Esq.
25 Years Professional Experience
12 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: J.D. Law – University of Michigan; Legal Section of the European Economic Community and Fulbright Scholar at Universite Libre de Bruxelles, Belgium, Stagiaire; A.B. Princeton University

Certifications: Member of the Bar: Maryland, New York, and the District of Columbia

Experience Summary (Knowledge)

Mr. Vogel assists clients in navigating complex corporate and securities matters, focusing on public and private offerings of equity and debt securities in the U.S. and abroad. Mr. Vogel has extensive experience in the negotiation and drafting of contracts on behalf of U.S. government agencies and the U.S. military.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

- Mr. Vogel's skills relevant to the EUL Program are:
- Participated in private and public placements of securitized and project debt securities issued by local governments in the United States, as well as federal agencies and instrumentalities of foreign governments.
 - Negotiates and documents numerous privatizations and project and equipment financings around the world, and has assisted clients in negotiations with private and public U.S. and foreign financial institutions to obtain funding for private and public sector investment and management projects located in the U.S. and throughout the world.

Counsel (2)

J. Jeffrey Craven, Esq.
23 Years Professional Experience
6 Years Experience Relevant to VA's Enhanced-Use Leasing Program

Education: J.D. Law - Georgetown University Law Center; A.B. Georgetown University

Certifications: Member of the Bar: District of Columbia; Federal Communications Bar Association

Experience Summary (Knowledge)

Mr. Craven advises clients in the high technology and wireless telecommunications industries on mergers and acquisitions, as well as financings, often involving real estate assets including towers, rooftops, land, leases, easements, and environmental audits. In this context, he has negotiated access rights to hundreds of building rooftops, as well as network data center access leases, tower sales-leaseback agreements, and the purchase or sale of more than 40 cellular telephone systems nationally.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Craven's skills relevant to the EUL Program are:



J. Jeffrey Craven, Esq.

- Lead counsel to company representing national hotels and office parks providing rooftop leases and building access to wireless telecommunications companies
- Principal counsel to wireless broadband provider of digital video service, negotiating access rights to building for T-1 deployment and the implementation of in-building network integration plan
- Provides legal advice to U.S. and international clients concerning the formation of new businesses, debt and equity investments in new and existing ventures, project and equipment financing, and the purchase and sale of new and existing enterprises
- Manages sophisticated multi-party transactions from inception to completion involving development and negotiation of complex equity and debt financings
- Structures corporate mergers and asset sales valued at more than \$4 billion over the past five years

Greg Johnson, Esq.

30 Years Professional Experience

10 Years Experience Relevant to VA's Enhanced-Use Lease Program

Education: J.D. Law – The George Washington University; B.A. Business – University of Nebraska

Certifications: Member of the Bar: Colorado, District of Columbia, Nebraska

Experience Summary (Knowledge)

Mr. Johnson counsels public entities, private developers commercial banks, and investment bankers in public finance transactions.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Johnson's skills relevant to the EUL Program are:

- Advises clients-public and private-in privatization, securitization, and military base conversion matters.
- Represents bioscience and biotechnology companies in technology transfer and licensing matters, capital formation, joint development and corporate matters.

Staff Attorney (2)

J. Yost Conner, Jr., Esq.

18 Years Professional Experience

12 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: J.D. Law - University of Virginia; B.S. Architecture – Virginia Polytechnic Institute and State University

Experience Summary (Knowledge)

Mr. Conner knowledge focuses on the legal aspect of the EUL Program, he merges practical experience in real estate development, design and construction with legal training and skill to assist developers, owners and tenants in recognizing, avoiding and resolving problems in commercial real estate transactions and construction projects, including real property sales, leasing development, contracting and finance. Mr. Conner helps clients in complex, multi-stage, and multi-party projects as well as less complicated sale and lease transactions.

Experience Relevant to VA Enhanced-Use leasing Program (Skills)

Mr. Conner's skills relevant to the EUL Program are:

- Provides key legal support to client/developer privatizing housing at U.S. Army installations.
- Managed the development and construction of over \$100 million in projects in the mid-Atlantic region.
- Seminar Leader, "Successful Project Delivery," Federal Publications Seminars

John J. Deschauer, Jr., Esq.

26 Years Professional Experience

5 Years Experience Relevant to VA's Enhanced-Use Lease Program

Education: J.D. Law - New York University; B.A. Business – University of Notre Dame

Certifications: Member of the Bar: District of Columbia

Experience Summary (Knowledge)

Mr. Deschauer knowledge to the EUL Program focuses on legal planning: He served as Director of Senate Affairs

John J. Deschauer, Jr., Esq.

for the Secretary of Defense. In that capacity, he assisted in the planning and execution of a comprehensive strategy to present the Defense budget to the Congress throughout the authorization and appropriation processes. Mr. Deschauer dealt with member and senior staff of the Armed Services, Defense Appropriations, and Budget Committees. Mr. Deschauer coordinated DoD legislative affairs with the White House, National Security Council, State Department, and other Executive Branch agencies.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Deschauer's skills relevant to the EUL Program are:

- Currently involved with numerous military housing projects and with Enhanced-Use Leases with the Department of the Army at the Military Academy at West Point.
- Concentrates his practice on advising clients on defense and foreign policy matters, government procurement practices and policies, and appropriations issues.
- Coordinated DoD legislative affairs with the White House, National Security Council, State Department, and other Executive Branch agencies.
- Advised senior DoD officials on the issues and developments of interest to the Department and recommended the appropriate responses and positions.

Senior Associate

Jodi Krame, Esq.

20 Years Professional Experience

7 Years Relevant Experience VA's Enhanced-Use Lease Program

Education: J.D. Law – George Washington University National Law Center; B.A. Architecture – Emory University

Certifications: Member of the Bar: New York, District of Columbia

Experience Summary (Knowledge)

With more than 20 years of knowledge and experience, she helps clients navigate complex acquisitions and dispositions, commercial leasing and financing. She also provides general business counseling, including preparation of limited liability company operating agreements and partnership agreements. Ms. Krame assists clients in all aspects of commercial real estate transactions. In corporate and municipal finance transactions, Ms. Krame has counseled investment bankers in debt structuring, due diligence and disclosure requirements, rating process, and negotiation and preparation of disclosure, security and financing documents.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Ms. Krame's skills relevant to the EUL Program are:

- Works with U.S. territories in connection with the privatization of their telephone company and the related ground lease of their real property.
- Represents owners, developers, and tenants in acquisition and lease transactions.
- Represents municipalities in connection with the construction and financing of commercial facilities leased to U.S. government agencies.

Mid-Level Associate

Arkan Haile, Esq.

10 Years Professional Experience

4 Years Experience Relevant to VA's Enhanced-Use Leasing Program

Education: J.D. – University of Colorado School of Law; M.B.A – University of Denver; B.A. Business – University of Denver

Certifications: Member of the Bar: Colorado; District of Columbia

Experience Summary (Knowledge)

Mr. Haile's knowledge centers around business and public finance. He has represented numerous governmental entities as well as businesses, banks and non-profit organizations principally in the project finance context. He has issued tax-exempt securities for issuers and projects throughout the country, and has participated in nearly every type of tax-exempt financing. Mr. Haile has acted in the capacity of bond counsel, underwriter's counsel, disclosure counsel, special counsel and bank counsel, while helping clients in every stage of the issuance – from due diligence to closing and beyond.



Arkan Haile, Esq.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Haile's skills relevant to the EUL Program are:

- Extensive experience in managing the commercial financing of public sector projects.
- Expert in issuance of tax-exempt securities and negotiating tax-exempt financing.
- Drafts and prepares complex financing documents, negotiates and brings to close multi-faceted, multi-party, multi-million dollar transactions. acted in the capacity of bond counsel, underwriter's counsel, disclosure counsel, special counsel, and bank counsel, while helping clients in every stage of the issuance.

Darren P. Riley, Esq.

5 Years Professional Experience

2 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education: J.D. Law – Howard University School of Law; M.A. Columbia University Teachers College; B.A. Business Administration - Washington University

Certifications: American Bar Association, Commercial Law and International Trade Sections; National Bar Association, Commercial Law and International Trade Sections; Member of the Bar: Maryland, and the District of Columbia

Experience Summary (Knowledge)

Mr. Riley advises clients on matters involving government contracts, and commercial transactions. He counsels clients in the defense and high technology sector. He also assists clients with export and import licensing, regulatory compliance audits, preparation of voluntary disclosures and development of export/ import compliance manuals and management systems.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Mr. Riley's skills relevant to the EUL Program are:

- Advises clients on navigation and compliance with government contract Federal Acquisition Regulations, as well as issues involving bid protests and appeals of Small Business Administration size determinations. Advises clients throughout commercial transactions and regularly drafts commercial documents for the EUL program.

Junior Associate: Paralegal (2)

Kathleen A. Iacon

17 Years Professional Experience

2 Years Experience Relevant to VA's Enhanced-Use Leasing Program

Education: B.A., A.A.

Experience Summary (Knowledge)

Ms. Iacon serves as a Senior Paralegal with significant experience assisting attorneys and General Counsel in all aspects of commercial and residential real estate transactions including; real property taxes, leasing, development and financing. Ms. Iacon has extensive background in title and survey compliance with additional experience in; assisting in closing complex real estate, leasing, and transactions deals. Ms. Iacon works with both lenders and borrowers in loan transactions as well as drafting of corporate organizational documentation.

Experience Relevant to VA Enhanced-Use Leasing Program (Skills)

Ms. Iacon's skills relevant to the EUL Program are:

- Extensive experience with lease administration for retail drug store chain and retail specialty chains.
- Drafted, reviewed, and abstracted commercial leases for various commercial transactions, reviewed multifamily related lease agreements from loan transactions; and prepared assignments, estoppels, subordination, and non-disturbance agreements.

Deborah H. Aschaffenburg

12 Years Professional Experience

4 Years Relevant Experience VA's Enhanced-Use Lease Program

Education: B.A. Communications – Mary Baldwin College

Deborah H. Aschaffenburg

Certifications: Legal Assistant Program Certificate – The George Washington University

Experience Summary (Knowledge)

Ms. Aschaffenburg maintains corporate records and prepares annual Board of Directors and Shareholder resolutions. Ms. Aschaffenburg prepares miscellaneous qualification documents required for transaction of business in U.S. and foreign jurisdictions as well as coordinates filing of quarterly and annual estimated corporate taxes.

Experience Relevant to VA Enhanced-Use leasing Program (Skills)

Ms. Aschaffenburg's skills relevant to the EUL Program are:

- Corporate paralegal specializing in formation of domestic and off-shore entities and corporate compliance
- Prepares Certificates of Incorporation, Certificates of Limited Partnership, and Certificates of Formation (for limited liability companies).

Program Advisory Board

Diane Hoskins, AIA

23 Years Total Experience

Education: B.S. Architecture - Massachusetts Institute of Technology (M.I.T.); M.B.A. The John E. Anderson Graduate School of Management at UCLA

Certifications: AIA, Registered Architect; Top Secret Security Clearance

Experience Summary

As the leader of Gensler's Washington D.C. practice, Diane has assembled a multi-disciplinary team of architects, master planners, and strategic planners capable of bringing unique and strategic solutions to the most complex client needs. With capabilities covering logistical real estate scenario development, master planning, base building design, interior design, branding and graphic design, the Gensler Washington, D.C. team is the one stop shop for clients who require a non-traditional approach in creating facilities for our new technology- and customer-driven economy. Diane leads teams to a keen understanding of client operations and goals, assessing from a cost/benefit standpoint the best approach to housing their operations and reaching their objectives through dynamic, integrated solutions. Diane's strategic thinking and collaborative approach are sought after throughout Gensler. She serves on Gensler's Board of Directors, Strategic Communications Committee, and heads firm-wide knowledge management efforts.

Experience Relevant to VA Enhanced-Use leasing Program

- U.S. Department of State, Way finding and signage, Washington, D.C.
- GSA First Impressions, Multiple locations, Nationwide
- The Office of the Comptroller of the Currency, Washington, D.C.
- Internal Revenue Service Headquarters, New Carrollton, MD
- U.S. Department of Education, Washington, D.C.
- U.S. Department of Housing & Urban Development
- HUD Next Door, Washington, D.C.
- American College of Cardiology, Programming for HQ Relocation, Washington, D.C.
- AFI Silver Theatre & Cultural Center, Silver Spring, MD
- Armstrong World Industries Headquarters, Lancaster, PA
- Master planning/strategic facilities planning
- New Headquarters Building
- Campus Renovation Projects
- T. Rowe Price Associates, Inc., Owings Mills, MD
- Greater Washington Collaborative, Washington, D.C.
- Discovery Communications
- Headquarters, Bethesda, MD
- Headquarters, Silver Spring, MD
- Discovery Creative & Technology Center, Silver Spring, MD
- CIGNA, Campus Restack, Bloomfield, CT
- The Bagby Building/Eisner Communications, Baltimore, MD
- Steptoe & Johnson, Washington, D.C.
- Shaw Pittman LLP, Washington, D.C.

Diane Hoskins, AIA

- Newsweek Magazine, Inc.*, New York, NY
- First Technology Place*, Detroit, MI
- Newsweek Magazine, Inc.*, New York, NY
- Sierra Land Building*, Burbank, CA
- Toshiba America Medical Systems, Inc.*, Tustin, CA
- Marina Plaza Hotel*, Marina Del Rey, CA

Barry Moore, FAIA

35 Years Total Experience

Education: M.A. Architecture, University of California at Berkeley; B.A. Architecture - University of Pennsylvania; B.A. History - Rice University

Certifications: Fellow, AIA; Registered Architect, Past President, Greater Houston Preservation Alliance

Experience Summary

Mr. Moore has practiced as an Architectural Principal since 1969, with professional experience in Non-Profit Institutional, Educational, and Private Development Projects. Mr. Moore has focused on the design of theaters throughout his professional career. He has designed numerous projects that have received wide publication and awards for distinguished design. Mr. Moore has also developed a specialty in Historic Preservation, and since 1987 he has been an Adjunct Professor of Design at the Gerald D. Hines College of Architecture at the University of Houston, where he serves as Director of the Workshop for Historic Architecture.

Experience Relevant to VA Enhanced-Use Leasing Program

Renovation/Restoration Experience

- Assumption Catholic Church, Renovation; Houston
- Barnhart Foundation Beeville Art Museum, Additions; Beeville, Texas
- Capitan Theater; Pasadena, Texas
- City of Houston Major's Offices, Restoration; Houston
- Majestic Metro; Houston
- Freeport High School Restoration, Freeport, Texas
- Friedman Clock Tower; Houston
- Jefferson County Courthouse restoration; Beaumont, Texas
- Jesse M. DeWare, IV, Attorney, Renovation; Jefferson, Texas
- Kiam Building, Renovation; Houston
- Lafayette Center, Renovation; Jefferson, Texas
- The Orange Show, Restoration; Houston
- Pillot Building, Reconstruction; Houston
- Port Jefferson Abstract and Title, Renovation; Jefferson, Texas
- Republic Building, Renovation; Houston
- Rialto Theatre; Houston
- Stafford Opera House; Houston
- Tower Theater; Houston
- University of Houston, Cullen Performance Hall, Renovation; Houston
- University of Texas Medical Branch, Runge House Restoration/Renovations, Galveston, Texas
- University of Texas Medical Branch, Open Gates Conference Center, Galveston, Texas
- Varsity Building Restoration; Austin, Texas

Government Experience

- City of Houston, Houston Municipal Airport, Restoration; Houston
- City of Houston, Major's Offices, Restoration; Houston
- Grimes County Courthouse, Restoration; Anderson, Texas
- Jefferson County Courthouse, Restoration; Beaumont, Texas
- Polk County Courthouse, Restoration; Livingston, Texas
- San Jacinto County Courthouse, Restoration; Cold Spring, Texas

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Jeff Barber, AIA, LEED AP
20 Years Total Experience

Education: B.A. Architecture – Yale School of Architecture; M.A. Architecture - Yale School of Architecture
Certifications: Member of AIA; Registered Architect; LEED Accredited Professional

Experience Summary

Mr. Barber is an Architectural Design Director, his focus on corporate headquarters projects and their campuses in the United States and in Europe has helped make him the firm-wide leader of the Corporate Buildings Practice Area. Mr. Barber is a LEED-accredited architect who also chairs the firm's committee on Sustainable Design. Jeff is a recognized talent in the conceptual design, design development, and architectural detailing of base building projects and has received several design awards for his work. Mr. Barber also brings substantial experience in master planning and interiors to support his inside-out approach to building and campus design. Mr. Barber has is a leader in the GSA First Impressions Initiative. Through this contract, Mr. Barber had a Design Excellence commission to provide building surveys, space planning and design services for GSA nationwide. Under this contract, Mr. Barber provides a full range of architectural, interior, and graphic design services for both new construction and building renovation. Mr. Barber's team performed the initial comprehensive surveys of 26 buildings to identify the factors that most influence visitors' first impressions of the buildings, and subsequently build the scope of what First Impressions projects may entail. Based on the findings and recommendations of Mr. Barber's team, GSA developed the program of solutions now offered through the initiative to enhance the first impression of these federal buildings.

Experience Relevant to VA Enhanced-Use leasing Program

- O Street NE Development Master plan, District of Columbia
- Daimler Benz Research Center Master plan*, Ulm, Germany
- Armstrong World Industries Headquarters, Lancaster, PA
- New Corporate Center
- Campus renovations
- The Hartford Building, Arlington, VA
- 1750 Pennsylvania Avenue, District of Columbia
- Discovery Communications, Inc., Creative & Technology Center, Silver Spring, MD
- Teknion Headquarters, Mt. Laurel, NJ
- Hypobank Headquarters*, Luxembourg
- Square 537, District of Columbia
- Siemens Headquarters*, Munich, Germany
- Skyline Plaza 1-2-3, Fairfax, VA
- Cleveland Hopkins Int'l., North Terminal Expansion, Cleveland, OH
- GSA First Impressions, Multiple Locations, Nationwide
- Spectrum Express*, Multiple Locations in VA and MD, Retail
- Typhoon Brewery and Restaurant*, New York, NY, Retail
- Confidential Spec Building, Northern Virginia
- Confidential Corporate Headquarters, District of Columbia metro area
- Deluxe Electronic Payment Systems, Milwaukee, WI
- Electronic Data Systems, Herndon, VA
- New York Avenue Intermodal Welcome Center, District of Columbia
- Regus Office Centres, Prototype design, multiple locations

John Germano

16 Years Total Experience

Education: B.S. Accounting - Bryant College; M.B.A Business Administration - Pepperdine University

Certifications:

Board of Trade
 Board of Directors, Washington Sports Alliance
 Federal City Council, Washington Trustee
 Economic Club of the District of Columbia

John Germano

District of Columbia Building Industry Association
 Apartment and Office Building Association
 Greater Washington Commercial Association of Realtors

Experience Summary

Mr. Germano is responsible for overseeing all aspects of business in the Baltimore, Suburban Maryland, Northern Virginia, and the District of Columbia markets. Previously, he served in a similar capacity as Executive Vice President at Insignia/ESG, which merged with CB Richard Ellis in July 2003. He was promoted to the position of Executive Vice President at Insignia/ESG after serving as Executive Director of the firm's McLean, Virginia office, where he was in charge of the firm's business interests in the Northern Virginia market.

Experience Relevant to VA Enhanced-Use Leasing Program

Mr. Germano has a diverse background in commercial real estate that includes experience in leasing, investment sales, and asset services. Mr. Germano has built a strong reputation based on superior client service. He has continued to enhance the firm's delivery of real estate services to customers by possessing a thorough understanding of market dynamics, and client objectives. Mr. Germano has an extensive record of success in creating teams of high caliber professionals who are armed with the best support and technology structure in the industry and focusing these resources to resolve client issues.

Mr. Germano began his 12-year career in commercial real estate at Jones Lang LaSalle, where he rose to the position of Regional Manager for the Metropolitan Washington, DC, area. In this capacity, he oversaw the business performance of a 12 million square foot leasing and property management portfolio. Under his direction, the firm's portfolio grew by 20% and over 15 million square feet of lease transactions were executed. Previously, Mr. Germano served as Regional Manager in New England.

Michael Jury

25 Years Professional Experience

15 Years Relevant Experience VA's Enhanced-Use Leasing Program

Education:

B.S. Agricultural Science – Western Illinois University
 M.S. Agricultural Science – Southern Illinois University

Certifications: Malcolm Baldrige National Quality Award Board of Examiners; Member Panel of Judges - Texas Award for Performance Excellence; Judge – Army Performance Improvement Criteria Awards Program

Experience Summary

Mr. Jury specializes in providing corporate quality management services to public and private sector operations, and has extensive experience in designing, developing and implementing MBNQA criteria-compliant operating systems. Including system for measurement programs, policy deployment, process management, ISO 9000, customer and employee satisfaction surveys, benchmarking, reengineering, and problem solving methodologies.

Experience Relevant to VA Enhanced-Use Leasing Program

Mr. Jury served as Engagement Manager for seven recent international and governmental clients that have been recognized with state or national level awards for performance excellence, as well as Engagement Manager for organizational transformation of large multi location client, including support for executives, development of performance, measurement, and review systems.

Mr. Jury's vast experience includes developing and implementing process management systems for government clients to improve the implementation of human and I.T. systems, measuring installation effectiveness for the U.S. Army, planning and developing the ISO 9000 approach for the worldwide operations of a major overnight package delivery service, and designing and supporting the implementation of corporate wide MBNQA-based quality system for an international financial institution.

Mr. Jury was responsible for developing and implementing quality systems for domestic and international clients. As the ISO 9000 Program Manager, created and managed the firm's practice. As change management practitioner, effectively implemented Business Process Reengineering, work redesign, high performance work systems, and employee recognition and reward systems.

Mr. Jury designed, implemented and coordinated quality systems implementation efforts during a major

Michael Jury
25 Years Professional Experience
15 Years Relevant Experience VA's Enhanced-Use Leasing Program

downsizing effort at an AT&T communications and electronics repair and distribution business unit, resulting in improved business processes and corresponding financial results.

Ryder Smith

Education: MHA, Ohio State University, Health Services Administration; BA, Carleton College, English

Certifications: Diplomat, American College of Healthcare Executives

Experience Summary

Ryder Smith is a Director in PwC's Healthcare Advisory Practice. His recognized areas of expertise are healthcare facilities services planning and multi-site health system integration and development.

Experience Relevant to VA Enhanced Use Leasing Program

- Master site planning and evaluation, service development, space programming, resource productivity analysis, and second-opinion reviews of operations and space planning materials and schematic designs for hospitals, group practices/clinics, and health systems.
- Directed the development of a 10-year strategic and master facilities plan for a 600-bed, 1,200,000 ambulatory-visit academic county health system in the Southwest. Subsequently engaged to develop business plan for ambulatory components of the strategy.
- Developed a plan to physically integrate three competing hospitals into two, illustrating current and future facility and site requirements, capital requirements, and implementation plan in a three-month timeframe. Secured board approval for recommended solution.
- Directed the development of a master plan for an urban teaching hospital operating 3.2MM square feet across multiple campuses. Models were developed that increased space productivity by 200%, and several office buildings were vacated for alternate use (including sale or demolition). Ten versions of the plan were prepared for the Trustees' consideration.
- Directed and worked individually with an all-client staff in the preparation of market, operational, financial, and facilities analyses to determine whether or not the clients' organization should develop a new hospital in a growing suburb.
- Directed the development of a strategic demand forecast, physician need analysis, and facility master plan for a rural health care system. As part of the scope of work analysis and recommendations related to how the system should participate in non-hospital services such as assisted and independent living were also prepared.
- Developed operating assumptions and a physical model for the integration of three major clinical service lines for four hospitals (one 700-bed adult, one 500-bed adult, one 200-bed adult, and one 300-bed children's) as part of the merger analysis process.
- Co-directed the redesign of a 300-bed hospital's scheduling and registration processes.
- Directed the review of a major teaching hospital's patient and non-patient transportation processes. The study involved over 800 participants and detailed nearly 15,000 transportation events. Recommendations following the analysis identified potential savings of 30 to 40 percent in the transport of patients, and 10 percent in the transport of other items.

FACTOR 3: PAST PERFORMANCE

Summary of MicroTech Team Past Performance

MicroTech will serve as the prime contractor and project manager, and will provide technological, IT and integration services. The superb MicroTech Team consists of some of the best firms in the United States: CB Richard Ellis, the world's premier, full-service real estate services company; Patton Boggs LLP, a full-service law firm with a national presence in every major area of legal representation, including expertise in EUL, privatization, real estate development, government contracts, secured transactions, public offerings, financial services; Price Waterhouse Cooper, a leading worldwide business advisory firm; Genster, a major real estate architecture, environmental engineering and planning firm with 1700 people in 25 cities around the world; L.J. Melody, a national leader in commercial real estate lending with 33 offices nationwide; EDAW, a 60 year old environmental design and consulting firm; CESI, a leading Environmental consulting firm; ONIX, an 8(a) small disadvantaged business and HUBZone company providing sophisticated engineering solutions; and Apex, a premier provider of organizational effectiveness consulting to the federal government. This Team brings to VA the multidisciplinary experience required to provide exceptional EUL Program support while providing continuous program quality improvement. Our Team has a solid reputation throughout industry for excellence in supporting major federal government agencies in EUL and other similar highly visible and critical programs.

The MicroTech Team is well positioned to provide VA with value-added support services and stands ready to deliver high quality services. Table 7 describes the key features and benefits of the extensive past performance record of the MicroTech Team.

Table 7: Features and Benefits of the MicroTech Team

Features	Benefits to VA
The MicroTech Team has a thorough understanding of VA's mission and the services needed to support the EUL Program	Ability to "hit the ground running", delivering value for VA objectives from day one
The MicroTech Team has extensive experience providing VA and other federal agencies with privatization and EUL support	Successful business models that can be readily adapted to new Task Orders
The MicroTech Team has a technical knowledge base and functional skill set in all phases of the EUL Program	Ability to make data-based evaluations and form the best recommendations for VA EUL Programs
The MicroTech Team has deep experience in all aspects of privatization and EUL issues	Well developed and time-tested methodology for achieving all VA EUL Program objectives
The MicroTech Team has an outstanding performance record of superior performance and proven quality improvement processes	VA can be assured that selection of the MicroTech Team is the best choice
The MicroTech Team has a nationwide and even international resource base of 120,000 professionals, that can be efficiently and effectively dispatched to support VA's EUL program	The MicroTech Team can respond to any developing opportunity in short order, drawing upon its nationwide and even global "footprint" in order to quickly and effectively staff Task Orders

The best public private relationships yield benefits to both parties beyond economic considerations. The MicroTech Team believes this is especially true for VA and its implementation of the EUL and CARES programs. The demands placed on VA to implement these two programs in concert are enormous, requiring multiple skill sets, cutting across government agencies, geographic regions and numerous types of real estate assets. To meet this important challenge, MicroTech has assembled a unique and highly qualified Team with expansive knowledge of the EUL Program specifically, and VA generally.

MicroTech supplements their expertise with cutting-edge IT capabilities and proven management expertise in order to meet the important objectives of VA's EUL Program.

With over 100 CARES projects in 37 states totaling up to \$6 billion in value targeted over the next 6 years, the success of the EUL/CARES Programs will depend in large measure on assigning Task Orders to teams that (i) bring a proven ability to master major projects and produce high quality results; (ii) offer extensive knowledge and proven EUL expertise; (iii) offer responsive, high-quality and cost-effective technical, financial, and legal assistance; (iv) demonstrate a commitment and capability to coordinate these resources, attract and retain skilled employees; (v) and truly deliver results to exceed VA's goals and objectives.

The MicroTech Team's global reputation for consistently superior past performance, and quality work in providing EUL services to a variety of government and commercial organizations, demonstrates that our Team has the expertise and insight to meet and exceed the needs of VA. The MicroTech Team's quality management practices and sustainable process improvement, through extensive use of IT solutions, enables MicroTech to manage multiple Team members, including very large companies, while providing flexibility and rapid decision-making capability. The MicroTech Team also has a proven record of providing on-schedule, cost-effective, high-quality services on a local, national, and global basis.

MicroTech will leverage our focused corporate management structure and streamlined chain of command to provide quick, effective turnaround support for each Task Order. The MicroTech Team structure represents a simple, yet effective, concept of operations. As noted in the Task Order Management Methodology and Systems Section on Page 24, Mr. Anthony Jimenez will serve as the Executive Director/Program Manager for planning and executing our response on all Task Orders. Mr. Jimenez has an M.S. in Acquisition Management and an M.A. in Information Management, is a graduate of the Defense Acquisition University, is a Defense Acquisition Workforce Improvement Act (DAWIA) Level III, Certified in Program Management and Contracting, and has over 15 years of acquisition experience. Mr. Jimenez has successfully served as a Board Select Program Manager in the Army Acquisition Corps. Mr. Jimenez will provide the continuity of service necessary to ensure that all Task Order requirements are met in the same high quality manner. As noted in Table 6 Mr. Jimenez will be actively assisted in managing and conducting specific Task Orders by Team members and Task Order Leaders who will be responsible for day-to-day work performance.

MicroTech's Team brings exceptional competence and experience to every functional area of the EUL Program. Accordingly, we can draw resources from more than one source, thereby increasing responsiveness and reducing the chance for staffing shortages. MicroTech has excellent credentials in technical delivery, program management, legal services, analytical engineering, sophisticated architectural design, and financial management. MicroTech personnel have managed large and complex programs coordinating and managing numerous prime and sub contractor teams on programs ranging from the Army Equipment Recapitalization Program (AERP) to the Army Enterprise Infostructure Transformation (AEIT).

MicroTech and our proposed Team members have a long history of supporting many government organizations in large, geographically diverse programs in all of the functional areas of the Performance Work Statement (PWS). MicroTech and our Team members share a business philosophy that is focused on "total customer satisfaction and employee welfare and retention" with services delivered rapidly, effectively, and with absolute quality assurance.

Together, our Team provides access to over 120,000 qualified personnel, many with direct EUL Program expertise. We have identified in Figure 2-4, our core team of individuals who are ready to begin work immediately and are ready to respond to VA's request for EUL support at any location, worldwide. Our Team's partnership with VA has been successful for 20 years. We have demonstrated, through the supplied referenced contracts in this section and on other contracts for government and commercial customers throughout the world, effective support to the customer, including providing timely information, critical technologies, and quality improvement of each program:

Providing high-quality and cost-effective technical, financial, and legal assistance and support for VA's EUL Program is not only a corporate philosophy of the MicroTech Team; it has been demonstrated through our decades of service to VA and other federal and corporate clients, in EUL and related contexts. The following subsections provide a summary of each Team member's corporate experience along with selected examples of past contracts relevant to VA's EUL Program.

MicroTech Past Performance

General

MicroTech is a certified Service-Disabled Veteran owned company. MicroTech provides effective management solutions to Task Order contracts accomplished by multiple subcontractors at diverse locations around the world, by completing each Task Order on time, within budget, and with complete customer satisfaction. MicroTech provides expert services in:

- Successful management of geographically dispersed Task Order contracts with multiple subcontractors providing support
- Broad range of engineering experience
- Development of federal program's Strategic Plans
- Financial analysis and planning support
- Business process re-engineering
- Quality assurance plan development and implementation

MicroTech optimizes effectiveness, efficiency, and quality of delivered services, including the ability to manage changes in Task Order requirements without added cost or modified delivery schedules. Summaries of selected relevant MicroTech client projects follow.

In December 2004 MicroTech was awarded a five year, \$25 million contract to provide the U.S. Army Rapid Equipping Force (REF) the necessary services to increase design performance capabilities of existing or new systems utilizing commercial off-the-shelf products (COTS), non-developmental items (NDI) and/or emerging technologies. This is the largest Service-Disabled Veteran-Owned Small Business set-aside ever awarded by the Department of Defense and is indicative of MicroTech's expertise and reputation for being an exceptional Small Business that brings together an optimum blend of small business innovation, responsiveness, and strategic partnerships that allow for rapid expansion of business service delivery capabilities to meet or exceed large business resources.

Project Summaries

MicroTech Team Member: MicroTech, LLC	
Contract Title: Support the Department of Defense Federal Information Processing (FIP) Resources for Modernization of DFAS Infrastructure	
Contract Number	MDA220-01-A-001 (Sub# DP-700)
Client, Firm, or Government Agency	DOD under subcontract to Unisys.
Contract Type	Time and Materials
Total Contract Dollar Value	\$167M (Current Task Order \$750,000)
Contract Award Date	Jun 14, 2004
Period of Performance	Jun 14, 2004 – Jun 13, 2005
Customer Point of Contact/Title	Mr. Kirk Canaday
Customer Telephone Number/Email Address	[REDACTED]@unisys.com
Customer Address	11720 Plaza America Drive, Tower III Reston, VA 20190
Scope:	The Department of Defense (DOD) Strategic and Financial Planning documents provide a roadmap to realize



MicroTech Team Member: MicroTech, LLC
Contract Title: Support the Department of Defense Federal Information Processing (FIP) Resources for Modernization of DFAS Infrastructure

more efficient and effective mission support. The execution of these plans requires leadership and commitment to work toward common goals. Under this contract, MicroTech provided support to develop individual plans that include specific initiatives and actions that reflect a commonality of purpose and provide a sound foundation for improving processes and ensuring that resources are in the right place to support the organization's mission. Strategic planning provides the vision necessary to chart the path to useful, proficient, and well-organized mission support. MicroTech supports the DOD Business Management Modernization Program (BMMP) which is responsible for integrating financial management and business operations into a joint Defense Department business enterprise. The program strives to support our nation's war fighters with world-class business operations and a focus on interoperability and security. Through business transformation BMMP will:

- Expend fewer resources on business processes and systems by expediting the decision process
- Ensure that men and woman in uniform have the business information they need when they need it

Inform Congress and the public, with confidence, of where we spend resources within the Department of Defense and how those resources are used to support the war fighter

Contract's Relevance to VA EUL Program Support:

MicroTech analyzes DOD programs and identifies problems associated with program compliance with issued policy and procedures. MicroTech personnel provide advice on all aspects of the compliance of DOD programs focusing on acquisition requirements/constraints and financial planning and compliance including:

Review and Analyze statutes and regulatory guidelines for current DOD programs and develop program strategic plans for these programs.

Review and analyze DOD Financial Resource Planning and Capital Planning policies and procedures, develop enhanced financial planning policies and procedures for existing programs and new financial planning policies and procedures for new DOD programs.

Develop processes and procedures to provide DOD with more efficient and effective contracting support to all activities including management of DOD real estate.

Design a software application that focuses upon enhancing Department of Defense (DoD's) understanding of the national security implications of the Information Age to provide a centralized command and control of business process modeling

MicroTech Team Member: MicroTech, LLC
Contract Title: Technical Engineering and Integration Services (TEIS)

Contract Number	DAAB32-00-D-001
Client, Firm, or Government Agency	US Army under subcontract to General Dynamics /Signal Solutions Division
Contract Type	Time and Materials
Total Contract Dollar Value	\$1 Billion Ceiling (Current Task Order \$2.7M)
Contract Award Date	October 1, 2000
Period of Performance	Oct. 2000- Oct. 2010
Customer Point of Contact/Title	Louis Tompkin, Director, Army Information Engineering
Customer Telephone Number/Email Address	[REDACTED] @signalsolutionsinc.com
Customer Address	Signal Solutions Inc., a General Dynamics Company 101 Wilcox, Sierra Vista AZ 85635

Scope:

MicroTech is a subcontractor to General Dynamics under this contract that provides services to the U.S. Army, DOD and other federal agencies, worldwide. The services provided include: systems engineering, systems analysis, engineering surveys, detailed engineering, installation support, operations and maintenance (O&M) support, technical support, engineering publications and documentation, drafting and illustration support, business process reengineering, administrative services, and project management services. TEIS involves development,

MicroTech Team Member: MicroTech, LLC

Contract Title: Technical Engineering and Integration Services (TEIS)

maintenance, engineering, and information assurance services that strengthen the Army's ability to maximize the utility and value of installation assets.

Contract's Relevance to VA Enhanced Use Leasing Program Support:

MicroTech's role on this contract is to provide a variety of program management support services including the development of program and project management processes and procedures, development, implementation and training in ISO 9000 procedures, development of service levels to track and improve delivery of services to Army customers, development of program financial planning processes and development of acquisition improvement processes.

MicroTech is currently directing the implementation of critical infrastructure improvements and installation assets at 16 military installations across the US. Multiple vendors are involved in these implementations and MicroTech is responsible for effectively integrating the efforts of these vendors to successfully accomplish the goals of the project, meet the critical schedule constraints, and complete the project within budget and ahead of schedule.

Under this contract MicroTech is maximizing the utility and value of installation property, providing additional tools for managing the installation's assets to achieve business efficiencies, and reducing installation operating costs through improved business practices.

CB Richard Ellis Past Performance

General

CBRE, founded in 1743, is the world's premier, full-service real estate Services Company. Operating globally as CBRE, the firm holds a leadership position in virtually all of the world's key business centers. CB Richard Ellis, together with its partner and affiliate offices has nearly 17,000 employees in more than 300 offices across 50 countries worldwide. Whether it's a local, regional, national, or global assignment, CB Richard Ellis applies insight, experience, intelligence, and resources to help clients make informed real estate decisions. CBRE's strengths, which are applied to every transaction, assignment, and client relationship, include:

- An intimate knowledge of virtually every major market in the world
- Intellectual capital and technology resources that develop and deliver superior analytical, research and client service tools to its professionals
- A proven track record of meeting diverse client needs
- Leadership positions in nearly all service lines
- An organizational structure that harnesses the firm's collective expertise

In 2003, the company posted service revenues totaling \$1.6 billion and completed more than 36,139 sale and lease assignments, with a consideration value of more than \$83 billion. The firm's institutional property and corporate facilities management portfolio includes 821.6 million square feet. There were 26,097 appraisal and consultation assignments on properties with a total asset value of \$511 billion. In addition, through L.J. Melody, the firm completed \$11 billion in commercial mortgage originations and, through CB Richard Ellis Investors, had \$14.4 billion in investment assets under management. As a result of CB Richard Ellis's diverse experience in working with federal government agencies, state and local government agencies, as well as financial institutions, Fortune 500 companies, quasi-government corporations, small and medium-sized businesses, nonprofit organizations and trade associations, the Firm has a keen understanding of the primary needs of its diverse clientele. As a result, CBRE is highly focused on value-added services in the areas of real estate feasibility studies and governing Enhanced Use Leasing (EUL) requirements.

The following examples of projects CBRE has completed prove their ability to meet project objectives, timelines, and overall client satisfaction. These particular examples were chosen to show the breadth of CBRE's experience in terms of knowledge and understanding of EUL



projects and structure of the trusts. We believe this is the diversity of experience that VA requires to support the EUL Program and to continually improve the quality of the program.

Project Summaries

MicroTech Team Member: CB Richard Ellis	
Contract Title: Department of Veterans Affairs Enhanced-Use Leasing Support- Regional Office Building (VARO) Milwaukee, WI	
Contract Number	None Assigned
Client, Firm, or Government Agency	Department of Veterans Affairs
Contract Type	Development Services Agreement, Fixed Price
Total Contract Dollar Value	\$15,100,865
Contract Award Date	June 1, 2003
Period of Performance	18 months
Customer Point of Contact/Title	Claude Hutchenson/ Director, Office of Asset Enterprise Management
Customer Telephone Number/Email Address	[REDACTED]@mail.va.gov
Customer Address	810 Vermont Ave NW, Washington DC 20420
Brief Description of Contract:	
<p>Early in 2002, VA initiated the planning, pre-development, and administrative steps for an enhanced use office co-location project to be undertaken in Milwaukee, Wisconsin. The first step in this project was the creation of an "ownertrust," with VA as beneficiary, to serve as lessee in a long-term ground lease from VA. The Trust then sought design-built development proposals for a commercial office facility to be built on this site and to be financed by the issuance of project revenue bonds. As a final step, VA executed a "facilities use agreement" with the Trust pursuant to which VA was granted the right to use and occupy the new VARO building for up to twenty five years following the completion and delivery of its project.</p>	
Contract's Relevance to VA Enhanced Use Leasing Program Support:	
<p>CB Richard Ellis was awarded design build responsibility for the Milwaukee project, was instrumental in the creation and representation of the Trust, and participated in the creation of the form of transaction structure which was ultimately implemented. CBRE worked closely with AG Edwards to ensure successful financing of the project, and provided liaison between the development, finance, and legal teams to ensure that the concept for the project was reflected at all levels and could be properly implemented, and was involved in the project throughout the design, construction, delivery and close-out processes. The Milwaukee VARO Building has been successfully financed and is currently under construction.</p>	

MicroTech Team Member: CB Richard Ellis	
Contract Title: Department of Veterans Affairs Enhanced-Use Leasing Support- Regional Office Building (VARO)- Atlanta, GA	
Contract Number	Not Assigned
Client, Firm, or Government Agency	Department of Veterans Affairs
Contract Type	Development Services Agreement, Fixed Price
Total Contract Dollar Value	\$224,367,499
Contract Award Date	Nov 1, 1998
Period of Performance	24 Months
Customer Point of Contact/Title	Layne Crabtree/Resident Engineer
Customer Telephone Number/Email Address	[REDACTED]coio.med.va.gov
Customer Address	1670 Clairmont Road Decatur GA 30033
Scope:	
<p>In the fall of 1997, VA put into motion the planning, pre-development, and administrative steps for an enhanced use office co-location project to be undertaken in DeKalb County, Georgia. This project involved an enhanced</p>	



MicroTech Team Member: CB Richard Ellis
Contract Title: Department of Veterans Affairs Enhanced-Use Leasing Support- Regional Office Building (VARO)- Atlanta, GA

use lease of VA owned property adjacent to the existing VA hospital serving the Atlanta, Georgia area.

Contract's Relevance to VA Enhanced Use Leasing Program Support:

The first step was the leasing of this property to the local DeKalb County Development Authority under a long-term ground lease. The Development Authority, in concert with VA, then sought design-built development proposals for a commercial office facility to be built on this site and to be financed by the issuance of project revenue bonds. As a final step, VA executed a "facilities use agreement" with the Development Authority pursuant to which VA was granted the right to use and occupy the new VARO building for up to twenty years following the completion and delivery of its project.

CB Richard Ellis was instrumental in working with VA and the Development Authority to structure the transaction in the form it was ultimately implemented. The Atlanta VARO Building was successfully completed and currently provides office space for Army programs serving the South Eastern United States.

With this in-depth experience in creating, structuring and implementing a VA Enhanced-Use project, the CB Richard Ellis team will bring to the MicroTech Team a unique insight to this assignment, and will be able to evaluate projects not only from a market based prospective, but will also be able to review and evaluate projects with a true understanding of what is required to implement a VA Enhanced-Use Lease Project.

MicroTech Team Member: CB Richard Ellis
Contract Title: FDIC Lease Portfolio

Contract Number	99-00090-C-RJ
Client, Firm, or Government Agency	Federal Deposit Insurance Corporation (FDIC)
Contract Type	Task Order/Fixed Price
Total Contract Dollar Value	\$200,000/year
Contract Award Date	April 28, 1999
Period of Performance	66 Months
Customer Point of Contact/Title	Procuring Contracting Officer: Rick Frye Technical POC: Sandy Emerson Administrative Contracting Officer: Carolyn Follin
Customer Telephone Number/Email Address	Rick Frye: [REDACTED] Sandy Emerson: [REDACTED] Carolyn Follin: [REDACTED]
Customer Address	1910 Pacific Avenue, 10 th floor Dallas, TX 75201

Scope:

CB Richard Ellis is serving under a multi-year contract with the Federal Deposit Insurance Corporation to provide strategic planning and advisory services on FDIC's real estate portfolio. CB Richard Ellis provides representation and advisory services in connection with the valuation lease or purchase, sublease and disposition of the FDIC's operating properties. The work is national in scope for the overall program development of FDIC's properties. CB Richard Ellis analyzes the various methods that are available to the FDIC in the management of their property portfolio and provides services related to such properties including Valuation Services, Acquisition Services, Disposition Services, and Consultation Services. These services entail performing market evaluations, consultation, financial analysis, negotiation, case preparation, and implementation of leases, purchase acquisitions, lease dispositions, and subleases of existing FDIC property inventory. Additionally, financial modeling and transaction structuring are an integral part in depicting a complete range of real estate considerations and financial alternatives to make strategic and tactical decisions.

Contract's Relevance to VA Enhanced Use Leasing Program Support:

Project Schedule. Developed and maintained the project schedule, a critical path presentation of milestones.

Market Survey and Evaluation. Conducted Market Surveys of real estate (office, industrial warehouse space) available for lease and/or purchase by the FDIC within the geographic areas designated by the FDIC.

Consultation. Met with FDIC representatives to become familiar with FDIC office operations and procedures and to collect facility requirements. With the information gathered from these meetings, CB Richard Ellis serves



MicroTech Team Member: CB Richard Ellis
Contract Title: FDIC Lease Portfolio

as a resource for information and market expertise to the FDIC.

Solicitation. Assisted in all phases of solicitations, including: determination of the geographic boundaries; preparation and placement of FDIC approved RFP solicitation advertisements, assist with RFP preparation, arranging Pre-Proposal Conferences, taking of minutes, preparation, and distributing a written summary, and a weekly written report of all inquiries and responses.

Proposal Evaluation. Reviewed minimum RFP requirements, performed evaluation of the complete costs to the FDIC, provided a Best Value Matrix, and created a summary of the results of the financial analyses.

Survey of Buildings. Reviewed architect's report and confirms the FDIC the architect's findings, or provided a written explanation as to its disagreement.

Preliminary Negotiation. Conducted negotiations with offerors.

Revised Proposals. Assisted in the preparation of the Request for Revised Proposals.

Evaluation of Revised Proposals. Assisted in clarifying questions after submission of the Revised Proposals, and evaluated all Revised Proposals.

Case Preparation. Assisted in preparing an in-depth report for the FDIC's Board of Directors or other approving authority which justifies the FDIC's selection and describes the leasing and purchase markets, the alternatives considered in the leasing process, and the evaluation and selection of the recommended location.

Lease Negotiation. Advised and assisted in the negotiation of the lease documents, including determination of the square footage, landlord services, work letter for initial tenant improvements, and/or the purchase documents.

Lease Documentation. Assisted FDIC in preparing a complete lease file or acquisition file, with all market information, correspondence, proposals, negotiation documentation and executed lease or purchase documents.

Post Lease-Award Matters. Assisted in preparing documents to address any issues raised in a protest or appeal of a lease award, and is available to participate as a fact witness in meetings, alternative dispute resolutions, depositions, hearings, or trials related to an Acquisition.

MicroTech Team Member: CB Richard Ellis
Contract Title: Global Account Manager – United States Department of State

Contract Number	SALMEC-02-D-0031
Client, Firm, or Government Agency	United States Department of State (DOS)
Contract Type	IDIQ
Total Contract Dollar Value	\$7.5 Million
Contract Award Date	2001
Period of Performance	3 years with 2 one year options
Customer Point of Contact/Title	Ms. Elaine P/ Crump
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	A/LM/AQM, PO Box 12248 Rosslyn Station, Arlington, VA 22219

Scope:
 DOS required a service provider to deliver real estate services on an international basis for acquisition, disposition, and appraisal/valuation services. An international account team, based in Washington D.C., was appointed with dedicated project managers, each with real estate management expertise.

Contract's Relevance to VA Enhanced-Use leasing Program Support:
 CB Richard Ellis has multiple projects underway with the DOS each requiring a unique subset of team members and consultants due to the diverse nature of the projects. We are currently involved in an assignment in Colombo, Sri Lanka where a dedicated sales team oversees the disposition of a 10,000 square foot facility of residential space. In order to become marketable, the facility had to be marketed as an independent residence set outside the security perimeter of other U.S.-owned properties. The DOS required a program manager to assemble and administer a team of professionals to maximize the net proceeds of the sale and ultimately market the property through a competitive bid process. This project was further challenged by the instability of the political, commercial, and social climate in Sri Lanka. The solution—CB Richard Ellis is providing project management with oversight responsibilities for all aspects of the sales process. In nine months of marketing, CB Richard Ellis received two qualified offers above the original asking price

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MicroTech Team Member: CB Richard Ellis
Contract Title: Global Account Manager – United States Department of State

and is working with one of them to bring the project to closure. Due to the success of CB Richard Ellis' efforts, DOS has awarded four other disposition assignments in Rabat, Morocco, Abidjan, Cote d'Ivoire, Georgetown, Guyana, and Zagreb, Croatia.

CB Richard Ellis has successfully completed site search reports for new office building and embassy compound developments on behalf of the DOS in Florence, Caracas, Malabo, Panama City, Quito, Tijuana, Belgrade, Rome, and Tel Aviv. Most recently, CB Richard Ellis was tasked with providing appraisal/valuations for the DOS in Khartoum, Sudan; Pretoria, South Africa; Santo Domingo, Dominican Republic; Quito, Ecuador and Baguio City, Philippines.

MicroTech Team Member: CB Richard Ellis
Contract Title: National Account Manager – United States Postal Service

Contract Number	512582-03-B-0005
Client, Firm, or Government Agency	United States Postal Service (USPS)
Contract Type	IDIQ
Total Contract Dollar Value	\$1. Billion
Contract Award Date	2003
Period of Performance	10 years
Customer Point of Contact/Title	Mr. Paul Purcell
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	4301 Arlington, VA 22203-1981

Scope:
 In 1998 the United States Postal Service (USPS) selected CB Richard Ellis Corporate Services to deliver real estate services on a national basis for acquisition, disposition, project/construction management, property/facility management and appraisal/valuation services. A national account team, based in Washington, DC, was appointed to spearhead the account with dedicated national project managers, each with real estate management expertise. CB Richard Ellis's national account team has provided enhanced use leasing for USPS's San Francisco, Boston, Chicago, and Los Angeles facilities among others. The USPS again selected the services of CB Richard Ellis for a second contract in 2003 in collaboration with Parsons to provide further program management and real estate services over a ten-year term.

Contract's Relevance to VA Enhanced-Use Leasing Program Support:
 USPS required a program manager to assemble and administer a team of professionals to determine the property's highest and best use, to design, rezone, and entitle the property to maximize its value, and ultimately market the property through a competitive bid process. We managed the assignment in San Francisco by assembling a dedicated leasing team and project manager to oversee the design, development, and construction management implementation of an eight-story, 483,005 square foot facility commercial office space. In order to become marketable, the facility (built in 1943) had to be re-engineered to meet the stringent power requirements of today's users as well as all Americans with Disabilities Act (ADA) regulations. Additionally, the USPS had an adjacent site utilized for fleet parking. This project was further challenged by the need to ensure the future development on the land would still provide ample fleet parking for Postal. CB Richard Ellis offered a solution by providing project management with oversight responsibilities for design, construction and leasing. The project is now ADA compliant and, through a re-measurement of the Building in accordance with BOMA 1996 Standards, increased the rentable square footage of the Building in excess of 11% (nearly 48,000 rentable square feet). CB Richard Ellis leased the available space at rates above the original projections and renegotiated a number of GSA leases to current market rents and BOMA square footage. Due to the success of CB Richard Ellis's efforts, USPS is considering relocating certain functions to Kansas City in order to further maximize values by outleasing additional space to commercial users. Additionally, CB Richard Ellis retained the zoning attorney and design firm and coordinated all efforts in determining the highest and best use for the adjacent parcel of land (75,625 square feet), which is now under contract with closing anticipated for late next year. Additionally, CB Richard Ellis is involved in predevelopment analysis, consolidation, and disposition services for over 1 million square feet in Boston and facility assessment and project management for a 400,000 square foot building in Baton Rouge, among others.



MicroTech Team Member: CB Richard Ellis
Contract Title: National Account Manager – United States Postal Service

CB Richard Ellis has successfully completed assignments totaling more than 1.5 million square feet on various property types ranging in size from 7,000 to 1 million square feet. One of the more significant assignments included a 2.7 million square foot, multi-use facility in downtown Chicago where predevelopment analysis, disposition, and project management services were provided. Similar services were also provided for a 700,000 square foot building in downtown Los Angeles.

Patton Boggs, LLP Past Performance

General

Founded in 1962, Patton Boggs is a full-service firm with a national presence in every major area of legal representation, including business law expertise in EUL, secured transactions, privatizations, secured transactions, public offerings, real estate, financial services, and litigation, as well as public policy, their largest practice area today. This combination of skills gives Patton Boggs clients a competitive edge in getting results in both Washington and throughout the world. Led by partners with extensive backgrounds in government service, including VA, they were among the first to recognize the importance of combining substantive legal expertise with knowledge of the legislative process in order to most effectively represent their clients.

Enhanced-Use Leasing Program – Related Past Performance

A particular focus of Patton Boggs' privatization work involves EUL. Prior to joining Patton Boggs, key MicroTech Team members Mr. Kushnir and Mr. Simmons occupied key positions at VA in conceptualizing, developing and implementing the VA's EUL Program for VA. As a result of their vision, EUL was designed to allow public agencies to lease agency-controlled property to the private sector or other public entities, for redevelopment either for agency or other uses in return for monetary or in kind consideration. In establishing a EUL Program at VA, these partners laid the legal, business, and programmatic foundations for VA's implementation of an EUL Program nationwide, including compliance with all federal fiscal and budgetary policies and requirements as well as other applicable VA and federal laws, procedures and policies pertaining to the development, use and occupancy of private development of VA property. These partners represented VA before all Congressional authorization and oversight committees as well as their staff and acted as the lead negotiators for VA with other federal agencies including the Office of Management and Budget regarding capital scoring and compliance with applicable fiscal policies. This pioneering EUL Program, entirely new to the federal government, has secured millions in private sector investment in federal property, and its financing and legal structures have since been extended to certain other federal departments and agencies.

Public/Private Partnership Transactions for Infrastructure

Examples of Patton Boggs public/private partnership transactions for infrastructure include:

- Represented Clark Realty Capital, L.L.C., one of the largest privately held firms in the U.S., with respect to recently privatized military housing at Fort Belvoir, VA. Special purpose vehicles established by Clark and Pinnacle Management Corporation acquired land and improvements at Fort Belvoir and will utilize the proceeds of a related financing to develop, construct and renovate over 2,000 military housing units.
- Representing the Smith Management Construction with the financing and development of the NIH Biomedical Research Facility at Johns Hopkins University Bayview Campus in Baltimore, MD. This is a complex \$200 million bond financing ground lease deal where our client is managing the entire development and construction process, using CUH2A as the architect/engineer and Skanska USA Building as the general contractor. The project is scheduled for completion in early 2006.

- Representing the Redevelopment Authority for the former Fitzsimons Army Medical Center as the new home for the University of Colorado Health Sciences Center. The project involves the expenditure of more than \$5.0 billion in public and private funds and will involve the construction of a new medical center campus, including three full service hospitals, teaching and research facilities, a biotechnology research park and related infrastructure development.
- Served as project counsel and underwriter counsel in connection with two VA EUL projects and the issuance of taxable bonds by state revenue authority (totaling approximately \$35 million) to provide financing for the construction and development of energy facilities at the VAMC North Chicago and the Jesse Brown Medical Center. In addition, Patton Boggs served as Transaction counsel in four (4) other transactions involving VA EUL projects for VBA Office buildings in Chicago and Milwaukee, a parking garage at the Jesse Brown Medical Center, and an expansion to the energy facility at the VAMC North Chicago.
- Represented Clark Realty Capital, LLC in connection with project financing of approximately \$100 million for the construction of apartments/condominiums.
- Served as Counsel for borrowers in: the financing and refinancing of a "super mall" in North Carolina which we have worked on twice (each transaction was in excess of \$250 million - most recently in 2003); a 2004 \$60 million refinancing of an apartment building in Seattle, WA; and the acquisition/construction financing for numerous properties including a commercial/retail/residential complex in Miami, FL, commercial space in Tyson's Corner, VA, and the International Square complex in Washington, D.C.

Other Selected Real Estate Acquisition and Sales Transactions

The firm has represented buyers and sellers in diverse real estate sales transactions. Recent acquisitions include:

- \$500 (+) million in three mixed-use projects in major metropolitan areas.
- \$855 million for shopping center/malls and office projects in major metropolitan areas.
- \$14 million acquisition and redevelopment of foreign embassy in Washington, DC.

Recent sales transactions include:

- \$224 million apartment project in North Carolina and Virginia to a publicly-traded REIT.
- \$249 million in sales of buildings and land in various major metropolitan areas.
- Twenty building industrial park in Chicago, IL.
- Office building in Oregon to major clothing company for national headquarters.

Real Estate Financing Transactions

The firm has represented lenders and borrowers in connection with various financing transactions secured by real estate, including conventional mortgages, construction loans, conduit programs, and mezzanine financings. Recent financing transactions included:

- The firm represented the Puerto Rico Public Housing Administration (PRPHA), the ultimate borrower in a \$663 million tax-exempt bond financing that closed in December 2003. This financing built upon an innovative program whereby public housing authorities (PHAs) obtain debt financing secured by their future Capital Grant receipts. Through this innovative bond financing, PRPHA is able to provide decent, safe, and sanitary housing for thousands of Puerto Rican families.
- \$225 million recapitalization of New York office building (nominated for "Most Ingenious Real Estate Transaction" by the New York Real Estate Board).

- \$309 million construction loans for various condominiums and office buildings.
- \$495 million bond issuance for financing of a military base housing, hotel/conference center, and generating plant.
- \$65 million negative amortization capital for lease for financing office building in Washington, DC.
- \$41 million acquisition and renovation of the Foleys Building and an adjacent multi-tenant retail building in the "Preston Center" area of Dallas.
- \$80 million debt/equity financing for Caribbean hotel/casino resort.
- \$160 million securitized mortgage on shopping center in Raleigh, NC.
- \$60 million loan restructuring in connection with 13 nursing homes.
- \$80 million joint venture arrangement in connection with major hospital leasing and construction project.
- Bid preparation for construction and bond financing in connection with privatization of military housing units at Hickam Air Force Base, Hawaii.
- \$60 million leasehold mortgage in New York City.
- \$35 million sale-leaseback of office building in Maryland.

Real Estate Construction and Development

The firm advises clients in all aspects of development including: parcel assemblage; zoning analysis; joint ventures with debt and/or equity partners; contracts with architects, contractors and property managers; and acquisition, construction and permanent financing.

The firm has developed a national reputation in the field of construction and design law practice. A representative list of recent development transactions include:

- 250,000 square foot mixed-use project in Washington, DC.
- 300,000 square foot data center in Loudon County, VA.
- 400 unit residential development at metro station in Fairfax County, VA.
- 275,000 square foot office project in Arlington, VA.
- 600,000 square foot world headquarters facility in Silver Spring, MD.
- 300,000 square foot mixed-use project at the Inner Harbor, Baltimore, MD.
- 350,000 square foot retail shopping center development in San Antonio, TX.
- 300,000 square foot, 795-bed dormitory construction and development project in College Station, TX.
- 20,000 seat, \$65 million professional soccer complex in Frisco, TX.

Landlord-Tenant

The firm has represented landlords in the development and negotiation of lease agreements for office buildings, warehouse parks, retail centers, and other commercial projects. Patton Boggs also has extensive experience representing large and small tenants in drafting and negotiating changes to lease agreements and subleases of all kinds in most of the major markets around the country. A representative list of recent leasing transactions includes:

- Leases to sovereign nations for embassy purposes.
- Representation of tenant in portfolio of 200 retail stores nationally.
- Representation of tenant in national portfolio of office space.
- Ground leases to supermarket tenant throughout mid-Atlantic market.
- Leases to full building tenants in several markets.



Workouts and Restructuring of Non-Performing Loans

The firm has represented lenders and borrowers in the workout and restructuring of hundreds of millions of dollars of non-performing loans involving commercial, residential, and industrial properties and businesses throughout the United States. Patton Boggs also represents lenders and financial institutions in the enforcement of debt obligations, foreclosures and related matters, domestically and internationally. In addition, the firm has substantial in-depth experience in Chapter 11 reorganizations, representing lenders, creditors' committees, and borrowers.

Project Summaries

Summaries of selected relevant Patton Boggs client projects follow.

MicroTech Team Member: Patton Boggs	
Contract Title: Department of Energy, Office of Federal Energy Management Program	
Contract Number	DE-RQ01-02EE74513
Client, Firm, or Government Agency	U. S. Department of Energy, Office of Federal Energy Management Program (FEMP)
Contract Type	Service Contract
Total Contract Dollar Value	\$109,085 (Consulting Fee)
Contract Award Date	September 26, 2002
Period of Performance	5 months
Customer Point of Contact/Title	Tatiana Strajnic
Customer Telephone Number/Email Address	██████████@ee.doe.gov
Customer Address	100 Independence Ave., SW, Washington DC
Scope: Working in tandem with the Energy Solutions Group, LLC (ESG), Patton Boggs provided a report to the Department of Energy officials at the Federal Energy Management Program regarding the use of an authority similar to VA's EUL legislation to obtain energy improvements on federal facilities. ESG addressed technical issues regarding the type of energy improvements that can be developed. The Patton Boggs effort addressed the legal and structural aspects of a EUL Program and how the concept can be successfully utilized as an alternative to the Department of Energy's energy performance program. The Patton Boggs effort included: <ul style="list-style-type: none"> • Outlined EUL and similar authorities at the Department of Energy and Department of Defense • Development of strategies for implementation of such a program at the Federal Energy Management Program; • Identified best practices and other information gained from VA and DoD EUL Programs for implementation at the Federal Energy Management Program; 	
Contract's Relevance to VA Enhanced-Use Leasing Program Support: <ul style="list-style-type: none"> • Effort identified best practices and other information gained from various federal privatization programs • Effort focused on the federal budgetary policies involved in EUL and similar privatization efforts and budget scoring impacts 	

MicroTech Team Member: Patton Boggs	
Contract Title: NASA Real Property Opportunities Report	
Contract Number	GS-23F-0129M
Client, Firm, or Government Agency	National Aeronautics and Space Administration
Contract Type	Fixed Price
Total Contract Dollar Value	\$825,000
Contract Award Date	September 2002
Period of Performance	12 Months
Customer Point of Contact/Title	Mr. Eugene Hubbard, Director, NASA Facilities Engineering and Real Property Division
Customer Telephone Number/Email Address	██████████@nasa.gov
Customer Address	NASA Headquarters, Washington, DC 20546
Scope:	



MicroTech Team Member: Patton Boggs	
Contract Title: NASA Real Property Opportunities Report	
<p>Working in tandem with the Staubach Company (Staubach), Patton Boggs provided a report to the NASA officials regarding the use of a recently enacted authority similar to VA's EUL legislation to obtain energy improvements on federal facilities. Staubach's efforts addressed the real estate and market issues regarding the redevelopment of NASA property. The Patton Boggs effort addressed the legal and structural aspects of a EUL Program and how the concept can be successfully utilized as an alternative to NASA's capital asset management program. The Patton Boggs effort included:</p> <ul style="list-style-type: none"> • Outlined EUL and similar authorities at NASA, the Department of Energy and Department of Defense • Development of strategies for implementation of such a program at NASA facilities; • Identified best practices and other information gained from VA, DoE, and DoD EUL Programs for implementation at NASA. 	
<p>Contract's Relevance to VA Enhanced-Use Leasing Program Support:</p> <ul style="list-style-type: none"> • Effort identified best practices and other information gained from various federal privatization programs • Effort focused on the federal budgetary policies involved in EUL and similar privatization efforts and budget scoring impacts 	

MicroTech Team Member: Patton Boggs	
Contract Title: Brookhaven National Laboratory: Public-Private Initiatives	
Contract Number	None Assigned
Client, Firm, or Government Agency	Brookhaven Science Associates, LLC
Contract Type	Representation, Terms of Engagement
Total Contract Dollar Value	Confidential
Contract Award Date	February 4, 2003
Period of Performance	February 3, 2003 – Present
Customer Point of Contact/Title	Michael Goldman
Customer Telephone Number/Email Address	[REDACTED]@bnl.gov
Customer Address	40 Brookhaven Avenue, Building 460 Upton, NY 11973
<p>Scope: Patton Boggs is providing assistance to Brookhaven Science Associates (BSA) in connection with an Enhanced-Use Lease (EUL)-type project at the Brookhaven National Laboratory. For this transaction, BSA identified an underutilized tract, and engaged Patton Boggs to assist them in creating and evaluating private sector financed alternatives for the development of private multi-family housing on the grounds of the BNL. Patton Boggs personnel worked with the University to identify best practices and information gained from the various programs and transactions and applied them instantly to the matter. Patton Boggs provided the drafts that became the solicitation, the lease and facility use agreement. Patton Boggs continues to provide assistance in assessing federal budget scoring impacts. Provided assistance to C B Richard Ellis in their preparation of life cycle and other cost analyses for presentations to the Department of Energy, Office of Science.</p>	
<p>Contract's Relevance to VA Enhanced-Use Leasing Program Support: Development of strategies for implementation of such a program at BNL; Identified best practices and other information gained from VA, DoE, and DoD EUL Programs for implementation at BNL.</p>	

MicroTech Team Member: Patton Boggs	
Contract Title: Argonne National Laboratory: Public-Private Initiatives	
Contract Number	3F-00081
Client, Firm, or Government Agency	Argonne National Laboratory
Contract Type	Professional Services
Total Contract Dollar Value	\$40,000,000
Contract Award Date	October 9, 2002
Period of Performance	October 23, 2002-October 23, 2004
Customer Point of Contact/Title	Mark L. Jones



MicroTech Team Member: Patton Boggs	
Contract Title: Argonne National Laboratory: Public-Private Initiatives	
Customer Telephone Number/Email Address	[REDACTED]@anl.gov
Customer Address	Building 201 9700 South Cass Avenue Argonne IL 60439
Scope: Patton Boggs is providing assistance to the University Of Chicago (University in connection with an Enhanced-Use Lease (EUL)-type project at the Argonne National Laboratory. For this transaction, the University identified an underutilized tract, and engaged Patton Boggs to assist them in creating and evaluating private sector financed alternatives for the development of a research office building on the grounds of the ANL. Patton Boggs personnel worked with the University to identify best practices and information gained from the various programs and transactions and applied them to the matter instantly. Patton Boggs provided the drafts that became the solicitation, the lease and facility use agreement. Patton Boggs continues to provide assistance in assessing federal budget scoring impacts.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support: Development of strategies for implementation of such a program at ANL; Identified best practices and other information gained from VA, DoE, and DoD EUL Programs for implementation at ANL.	

MicroTech Team Member: Patton Boggs	
Contract Title: VA Enhanced-Use Leasing Support	
Contract Number	None Assigned
Client, Firm, or Government Agency	Cole Taylor Bank, not individually or personally but solely in its capacity as trustee under an agreement dated May 1, 2002, as amended and restated on October 1, 2002, as further amended as of October 1, 2003, establishing the North Chicago Energy Trust
Contract Type	Transaction Counsel and Legal Services
Total Contract Dollar Value	\$19,175,000
Contract Award Date	July 2003
Period of Performance	July 2003 – Present
Customer Point of Contact/Title	Robert Kuzma, Cole Taylor Bank
Customer Telephone Number/Email Address	[REDACTED]@coletaylor.com
Customer Address	111 West Washington St., Chicago, IL 60602
Scope: Provide legal services to the Owner Trust including drafting all commercial documents in connection with the Enhanced-Use Lease of a parcel of land by the North Chicago Energy Trust from VA, and the expansion of an existing energy plant for the production and sale of energy to the VA Medical Center in North Chicago, Illinois. The services provided included the drafting of the Enhanced-Use Lease, the Development Agreement, Energy Services Agreement, Management Agreement and various attendant documents. The expansion is currently underway and in the interim, have provided legal services and document preparation in connection with an ongoing effort involving the Commonwealth Edison Company regarding interconnection issues and a claim by the Company regarding transition charges. Also, worked with the Bond Counsel and Underwriter's Counsel in securing financing for the development.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support: Transaction involved all of the basic issues for an Enhanced-Use Lease including compatibility issues, impact upon local economy, commercial and business points and transaction structure.	

Gensler Past Performance

General

Gensler brings exceptionally diverse and strong credentials in architecture and master planning for renovations to the MicroTech Team. They have 1,700 employees in more than 25 offices

worldwide and offer an unparalleled depth of resources. Being able to rely on the resources and talents of Gensler's global professionals at any time, for any VA EUL Task Order will help to ensure that VA will receive the best, most knowledgeable and most prepared service for this contract.

Design Services

Design & Consulting for federal agencies: Like every organization faced with resource challenges and the desire to attract great talent, the Federal Government wants to provide comfortable, high-functioning, and cost-effective work places for its employees. Gensler provides design and consulting services to assist federal agencies in aligning real estate, facilities, and the workplace with organizational objectives while implementing high quality, efficient, and innovative facility solutions. Our advisory services are designed to assist agencies in determining the facility implications of improved business processes, program roll-outs, funded mandates, and operational improvements. Gensler has the experience and understanding to help agencies clarify their key issues and start developing solutions—and with a variety of contracting mechanisms already in place, we can hit the ground running to get the job done.

Strategic Planning: Strategic planning presents a tremendous opportunity for an agency to institute change, reduce operating costs, increase productivity, reallocate assets, introduce new technologies, and improve the quality of life for employees. Gensler helps agencies strategize real estate that effectively supports organizational culture, goals, and mission, as well as overall facilities management activities and objectives.

Programming/PDS: Accurate statements of current and future space requirements provide insight into organizing, defining, and synthesizing all agency program requirements. Gensler supports a variety of program of requirements services including the verification of previous studies, the modeling of macro level requirements, or detailed investigation and documentation.

Design: Known as the world's leading design firm, Gensler's design services for base building and interiors include programming, conceptual design, digital renderings, construction documentation and administration, graphic design and signage/wayfinding. Our depth of experience working with multi-stakeholder agencies ensures strategically aligned and cost-effective and real estate assets for the government.

Sustainable Design: As experts in sustainable design, we work with agencies in conducting assessments and audits, as well as developing policies and guidelines to implementing LEED principles on projects. With more LEED-accredited professionals than any other firm, we offer depth of resources and knowledge.

Procurement Technical Expertise: Speed and efficiency seal the deal. We help to define the technical requirements of procurement in terms of performance, evaluation, and selection criteria for the site, building, and interiors.

Alignment Strategies: Administrations change and so do priorities. We work with agencies to develop real estate and facility occupancy strategies to improve the alignment of real estate, facilities, and the workplace with organizational objectives.

On-Site Support: Balancing constantly changing project workload requires access to flexible and knowledgeable service partners or contractors. Gensler supports facility organizations by providing on-site resources of trained staff and tools on a short or long-term basis.

Facilitation: Facilitation services increase the effectiveness, quality, and speed of decision-making by federal agencies. Effective information combined with the development and management of a clear and focused process results in creating a sense of credibility among the project's participants and stakeholders.

Strategic Communications: Gensler develops materials to support internal and external communication plans, including design and content for websites, intranets, and identity systems and branding to introduce and support new programs.

Information Solutions: Leveraging information and technology improves performance of facilities, the decision-making process, and management of current facility assets. Information solution services help the agencies better understand the qualitative and quantitative aspects of the facilities they occupy by bringing together meaningful facilities, real estate, finance, and human resource data.

Program Definitions and Roll-outs: Agency wide roll-outs of educational programs, related collateral, and training require consistent, long term support. Gensler develops program processes, desk-guide contents, and graphics for all media (presentations, guides, web sites, and brochures).

Master Planning Services

The Benefits of Planning: Master planning enables a developer, an owner, or a government jurisdiction to think strategically about an entire project, whether it be an office complex, an industrial park, a mixed-use center, a college campus, a resort, a residential neighborhood or an entire new community.

Responding to market opportunities, site conditions, technical issues, and development objectives, master planning helps to define the relationships between use of the land and methods for developing the land that create and maintain a marketable product, a strong image, a pleasing environment, effective organization, efficient cost controls, and enhanced value.

Planning Capabilities: Building on its broad company experience, the diverse experience of its staff, and our close relationship with other design consultants and developers, Gensler can bring to a project a comprehensive range of master planning and urban design capabilities drawn from projects that include: office and industrial complexes, retail and entertainment centers, mixed-use urban centers, university campuses, resort communities, theme parks, movie studios and master planned communities.

Planning Services: Gensler offers a range of master planning and urban design services, including, Regional Planning, Land-Use Planning, Site Development Planning, Development Opportunities Planning, Project Image and Identity Design, Graphics and Wayfinding Design, Design Guidelines, and Planning Administration.

Project Summaries

Selected examples of past Gensler contracts are presented in the following tables.

MicroTech Team Member: Gensler	
Contract Title: VA, Enhanced-Use Study	
Contract Number	101-004B-01-06
Client, Firm, or Government Agency	AEW Capital Management
Contract Type	Consulting/Enhanced Use Study
Total Contract Dollar Value	Confidential, Private Organization
Contract Award Date	February 2002
Period of Performance	1 year
Customer Point of Contact/Title	Confidential, Private Organization
Customer Telephone Number/Email Address	Confidential, Private Organization
Customer Address	Confidential, Private Organization
Scope:	
VA has become a government leader in leveraging its assets to support mission-related programs and facilities requirements, since the enactment of legislation for the Enhanced-Use Initiative. The Enhanced Use Initiative Studies used market information and analyses needed to define the most appropriate locations for Enhanced-Use	



MicroTech Team Member: Gensler	
Contract Title: VA, Enhanced-Use Study	
projects and then determined site capacity to support VA's needs and private sector demand.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support:	
Based on the site capacity, development factors and VA objectives and programs, Gensler prepared a series of alternative concepts for Enhanced-Use projects for 20 sites. The sketches were evaluated and used to develop conceptual site plans for each property. The plans indicated size and location of existing building(s), proposed demolition and new facilities, as well as changes to circulation, parking, entry, and site organization. The conceptual plans identify VA, non-VA and shared functions that promote Enhanced-Use objectives. The program and concept design were based on best practices and benchmarks of appropriate public and private sector development. The accompanying narrative summarized objective of proposed demolition, redevelopment and new development types and quantities.	
This information was the foundation for examination of the financial feasibility of the alternates, and selection of the preferred schemes and sites for further Enhanced-Use analysis.	
A concept/business plan was developed for each selected location project, which depicted the physical concept with site plans illustrating buildings, parking and circulation improvements. Sections, detailed plans or architectural renderings were included to describe the key components of each development's character and profile. These materials were the basis of a detailed narrative to describing development phasing and rationale in terms of construction, program, schedule, and market demand characteristics.	

MicroTech Team Member: Gensler	
Contract Title: Fort Ritchie Redevelopment Plan	
Contract Number	69.4073.000
Client, Firm, or Government Agency	Corporate Office Properties Trust
Contract Type	Master Planning
Total Contract Dollar Value	Confidential
Contract Award Date	May 2004
Period of Performance	September 2004
Customer Point of Contact/Title	Peter Garver, Director of Development
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	8815 Sentre Park Drive, Suite 400 Columbia, MD 21045-2272
Scope:	
In May 2004, Gensler was awarded the master plan to redevelop Fort Ritchie, a former 440-acre Army base in Washington County, MD. The land consists of 2 lakes, a gently sloping valley, and an array of Army buildings, some with historic designation.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support:	
Gensler was charged with the challenge of converting Fort Ritchie into a mixed-use complex, consisting of 1.5 million square feet of office space, half of which are distributed within a secured-perimeter, condominiums, and single-family homes. Other uses include recreational areas, a theater, meeting facilities, and a health and fitness center. Buildings were carefully planned so as to preserve a substantial part of the existing roads and vegetation, and to enjoy views of the lakes and mountains. The project was completed in 4 months while adhering to strict security and confidentiality requirements.	

MicroTech Team Member: Gensler	
Contract Title: US Patent and Trademark Office, PTO Campus Consolidation	
Contract Number	09.9285.000
Client, Firm, or Government Agency	U.S. Patent & Trademark Office
Contract Type	Enhanced Use Lease - USPTO Consolidation
Total Contract Dollar Value	Consulting \$1 million, Interior \$7 million
Contract Award Date	June 2001
Period of Performance	June 2001-still ongoing



MicroTech Team Member: Gensler	
Contract Title: US Patent and Trademark Office, PTO Campus Consolidation	
Customer Point of Contact/Title	Jo-Anne Barnard Chief Financial Officer United States Patent and Trademark Office
Customer Telephone Number/Email Address	Work: [REDACTED] Fax: [REDACTED] E-Mail: [REDACTED]@uspto.gov
Customer Address	2121 Crystal Drive, Suite 909 Arlington, VA 22302
<p>Scope: GSA and the US Patent & Trademark Office (USPTO) consolidated the USPTO at a new campus to reduce costs and enable its transformation to a performance-based organization (PBO). Following a four-step, iterative process, Gensler services developed tools to support the consolidation effort and obtain consensus for the consolidation strategy. Executives and key line managers used scenario planning and decision support tools to forecast and assess the implications of their decisions, and to establish common goals.</p>	
<p>Contract's Relevance to VA Enhanced-Use Leasing Program Support: This scenario planning resulted in the avoidance of potentially millions of dollars in costs. The iterative character of the analysis can result in more savings, as the consolidation strategy can be refined to reduce unnecessary costs due to redundancies in lease expenses and moves. Risk was also reduced, as potential surprises were uncovered and examined. Also, the inclusion of managers in the consolidation strategy drew upon their individual expertise and synthesized it across the organization. Increased involvement and understanding of the trade-offs of different scenarios produces an optimized consolidation strategy for the USPTO. End results: Consolidated their offices from 18 buildings scattered around the area to 5 buildings on 1 campus Consolidated their portfolio from 36 leases to 1</p>	

MicroTech Team Member: Gensler	
Contract Title: US Air Force, Base Hospital Renovations	
Contract Number	RFQ AP-03-007 and many others
Client, Firm, or Government Agency	GSA for US Air Force
Contract Type	Federal Supply Schedule (FSS)
Total Contract Dollar Value	\$550,000
Contract Award Date	Multiple contracts that began September 2003
Period of Performance	September 2003 - September 2004
Customer Point of Contact/Title	Ms. Courtney Gibb, IIDA Chief, Interior Design United States Air Force
Customer Telephone Number/Email Address	[REDACTED]@af.mil
Customer Address	2504 Gillingham Drive Brooks AFB, Texas 78235-5100
<p>Scope: The Air Force hired Gensler to design and document the renovation of 5 separate hospitals across the nation. Gensler's design solutions integrated the architecture, interiors, furnishings, graphics, and wayfinding through the renovation of each of the hospitals, providing a unique look to each one that reflected either the region, history or leadership's preferences.</p>	
<p>Contract's Relevance to VA Enhanced-Use Leasing Program Support: These renovations came as a result of the medical industry's privatization. As of January 2004, Air Force members had the opportunity to go off-base for their healthcare needs. The Air Force recognized that the current standards of their hospitals could not compete with private practices and new hospitals everywhere. So they decided to upgrade the patient/consumer experience within their hospitals throughout the nation.</p>	



MicroTech Team Member: Gensler
Contract Title: US Air Force, Base Hospital Renovations

Patients, as consumers of medical services, have become much more sophisticated in their expectations in level of service and surroundings, healthcare facilities not excluded. Patients seek a new sense of comfort, high level of care, and informed consistency like never before. With our extensive experience in consumer oriented spaces, both workplace, architecture and retail, the US Air Force brought Gensler onboard to approach the hospital renovations with a fresh perspective—the consumer, or patient.

MicroTech Team Member: Gensler
Contract Title: River's Edge, Master Plan and Building Design

Client, Firm, or Government Agency	Preotle Lane and Associates and the Mystic Valley Development Commission
Contract Type	Mixed Use and Master Planning
Total Contract Dollar Value	Approx \$400,000
Contract Award Date	October 1999
Period of Performance	On-going
Customer Point of Contact/Title	John Preotle
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	535 Madison Ave. NY, NY 10022
Client, Firm, or Government Agency	Preotle Lane and Associates and the Mystic Valley Development Commission

Scope:
 Along with developer Preotle, Lane and Associates, Gensler master planned and designed buildings for River's Edge—a revolutionary redevelopment of a former 200 acre industrial site just northwest of Boston. It is expected that the first of the ten buildings will break ground in 2005.
 The vision for the development is to create a true 21st century workplace from the perspective of corporate America, environmentalists, and urban dwellers' kids alike. The concept is to develop an environment that brings together a "Great Park" for the community and a composition of strategically placed high performance office buildings that would provide technology driven users an environment that fosters innovation, collaboration and a quality of life, not found in other office developments.
 At the center of the development is the Malden River.

Contract's Relevance to VA Enhanced-Use Leasing Program Support:
 "The river is the element we are all trying to activate here," points out Doug Gensler. Part of the project's appeal to environmentalists is that it could spark the revival of an "exhausted, pollution-choked riverfront property." River's Edge will offer an open business campus environment in an urban setting, with close connections to the business heart of Boston, the university research and business incubator resources of Cambridge, air transportation, regional roadway and commuter rail systems, power and telecommunications networks and a nearby source of labor.

EDAW Past Performance
General

EDAW, Inc. is an international planning, design and economic development firm incorporated in the state of California. They have 24 offices worldwide and a staff of 1,100 professional, technical, and administrative employees. The Alexandria, Virginia office currently has 50 full-time employees. EDAW has been a guiding force in the fields of landscape architecture, urban design, and environmental planning for more than half a century. The firm's



special emphasis on the broad and increasingly complex issues of land use planning and design both encourages appropriate use of resources and enhances the environment.

Much of EDAW's planning work involves large sites. Landscape design projects, however, are at all scales, from small monuments to broad sweeps of property. Clients range from corporations and institutions to public agencies and architectural firms. Their client's common need is resolution of a land-based problem, which is why EDAW, with their multi-disciplinary staff - planners and designers to geographers and environmental engineers - has been chosen to be on the MicroTech team for this VA EUL project.

EDAW is involved with every aspect of environmental management. They see planning and policy-making, environmental analysis, physical design and implementation as a continuum of related professional activities. Through the application of their professional skills, they strive to improve the quality of the relationship between people and their environment around the world. As practiced by EDAW, planning and design are action-oriented processes that identify problems and create and evaluate alternate solutions to meet the client's goals.

The following examples of completed EDAW projects prove their ability to meet project objectives, timelines, and overall client satisfaction. These particular examples were chosen to show the breadth of EDAW's experience in terms of knowledge and understanding of EUL projects and structure of the trusts. We believe this is the diversity of experience that VA requires to support the EUL Program and to continually improve the quality of the Program.

Project Summaries

MicroTech Team Member: EDAW, Inc.	
Contract Number (EDAW)	99040432.01
Client, Firm, or Government Agency	General Services Administration, National Capital Region
Contract Type	Lump Sum Fixed
Total Contract Dollar Value	\$350,000 (fee)
Contract Award Date	03/13/03
Period of Performance	Nine months
Customer Point of Contact/Title	Mr. Jag Bhargava
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	7th and D Streets, SW Washington, D.C. 20407
Scope:	
As part of the Suitland Federal Center (SFC) Development Plan effort, EDAW conducted an inventory of existing natural and physical features of the SFC campus. The data was compiled into a Geographic Information System (GIS) database and a series of thematic maps were produced that presented man-made and natural site features such as land use, vegetation, wetlands and site drainage, slopes, soils, viewsheds, and historic properties. EDAW also prepared an environmental impact statement (EIS) to assess the impact of the implementation of the development plan on the environment. The EIS examined the effects of the plan on socio-economic resources, cultural resources, transportation systems, physical/biological resources, and utilities and infrastructure on the SFC campus and in the vicinity.	
Contract's Relevance to VA Enhanced-Use leasing Program Support:	
Using GIS data, EDAW identified site areas where future development would be constrained and areas that provide opportunities for development. This analysis then formed the basis for the preparation of the new development plan for the campus. There was considerable involvement throughout the EIS effort from residents and local business owners, as well as from officials with Prince George's County and the State of Maryland.	



MicroTech Team Member: EDAW, Inc.	
Contract Title: Montgomery County, MD, Forest Glen Adaptive Reuse Study (Walter Reed Army Medical Center),	
Contract Number (EDAW)	03040057.00
Client, Firm, or Government Agency	Montgomery County Maryland Office of Planning & Implementation
Contract Type	Lump Sum Fixed
Total Contract Dollar Value	\$199,000 (fee)
Contract Award Date	05/13/03
Period of Performance	12 months
Customer Point of Contact/Title	Ms. Elizabeth Davison
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	101 Monroe Street, 4th Floor Rockville, MD 20850
Scope: EDAW was commissioned by Montgomery County, Maryland to prepare an Adaptive Reuse Plan for the Forest Glen Annex at the Walter Reed Army Medical Center National Park Seminary Historic District. The 26-acre Forest Glen Historic District is listed on both the National Register of Historic Places and Montgomery County's <i>Master Plan for Historic Preservation</i> . The site played an important role in Montgomery County's history, first as an Inn, then a women's private school, and later as a hospital during World War II. Part of the U.S. Army's Walter Reed Annex, Forest Glen Historic District is one of the outstanding and important historic resources in the National Capital region.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support: The goals of this study included preparation of a plan and development strategy that preserved as many historic properties as possible; a plan compatible with surrounding communities; and a financially feasible strategy. Four alternatives were developed through a consensus-building process that included representatives of the Montgomery County, the Army, the National Trust for Historic Preservation, Save Our Seminary, Congresswoman Morella's office, Maryland Historical Trust, and the Forest Glen Park Citizens' Association. The alternatives were incorporated into the Army's EIS process and were used by the county to market the site to potential developers.	

MicroTech Team Member: EDAW, Inc.	
Contract Title: US Navy, Anacostia Annex Site Development Plan, Washington, DC	
Contract Number (EDAW)	0304036.01
Client, Firm, or Government Agency	Naval Facilities Engineering Command Field Activity Chesapeake
Contract Type	Lump Sum Fixed
Total Contract Dollar Value	\$225,000
Contract Award Date	09/11/03
Period of Performance	24 months
Customer Point of Contact/Title	Melissa Devnich
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	901 M Street, SE Building 212, Washington Navy Yard Washington, DC 20374-5018



MicroTech Team Member: EDAW, Inc.
Contract Title: US Navy, Anacostia Annex Site Development Plan, Washington, DC

Scope:
 The last master plan for Anacostia Annex was done in 1998 in conjunction with the Washington Navy Yard across the river. Despite the subsequent disestablishment of the Naval Station, Anacostia Annex continues to have strong ties with the Navy Yard, which has reached total build-out.
 When the Navy Yard reached total build out, there was a renewed focus on development of the Anacostia Annex. Spurred by the stand-up of the newly constituted Chief of Navy Installations organization located at Anacostia as well as several external changes, NAVFAC engaged EDAW to take a fresh look at the site. Using the 1998 master plan as its foundation, the subsequent study and revised development plan provided the Navy with physical planning analysis and recommendations addressing the following issues:

- Site development capacity: Analysis of existing site development and potential development of the site.
- Recommendations and design plans for upgrading of Defense Boulevard, the primary access road through the center of the base.
- Focus area plans for several key sites including the North Gate, the Chief of Navy Installations headquarters, and the ONR site.
- NCPC master plan submission package

Contract's Relevance to VA Enhanced-Use leasing Program Support:
 Successful preparation and completion of a site development capacity analysis plan including safety requirements for setbacks and site access and parking requirements. EDAW quantified prospective development for the site ranging from a half-million to more than 1.5 million square feet (based on surface vs. structured parking). Impacts on the road system and capacity were analyzed to determine necessary road improvements for the level of development.

MicroTech Team Member: EDAW, Inc.
Contract Title: VA, Indefinite Delivery Contract for Veterans Affairs National Cemeteries, Nationwide

Contract Number (EDAW)	99040431.01
Client, Firm, or Government Agency	Department of Veterans Affairs
Contract Type	Lump Sum Fixed
Total Contract Dollar Value	\$400,000 (fee)
Contract Award Date	11/24/99
Period of Performance	12 months
Customer Point of Contact/Title	Scott Gebhardt/baur
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	810 Vermont Avenue, N.W. Washington, DC 20420

Scope:
 EDAW was selected by VA as its Prime Contractor for a nationwide contract to provide planning, architecture and engineering services for Veterans Affairs Cemeteries. EDAW completed work on more than 12 national Veterans cemeteries throughout the country working with a multi-disciplinary architectural and engineering team. EDAW was responsible for managing all Delivery Orders, Change Orders, and Requests for Proposals for projects throughout the U.S. Major Task Orders included:
 Fort Richardson VA National Cemetery, Anchorage, Alaska: Master plan to develop the remaining 28 acres of the existing 38 acre cemetery. Design responsibilities included layout of burial sections, design of a new committal shelter, roadway/circulation layout, and design of a new rostrum and amphitheater.
 Florida VA National Cemetery Columbarium, Bushnell, Florida: Located 100 miles north of Tampa, Florida, the Florida Veteran's Administration National Cemetery is the second most active cemetery in the National Cemetery System. Due to the need to accommodate the high number of burials, and the need for alternative burial methods, Congress authorized the development of 18,000 burial niches for the interment of remains. As the consultant to the Veteran's Administration, EDAW designed two columbariums and committal shelters for the Florida VA National Cemetery. EDAW worked with VA's National Cemetery System and the director of the Florida VA National Cemetery to develop a design/build package for the columbariums. The objective was to issue as a Request for Proposals to prospective contractors to complete the construction documents and build the

<p>MicroTech Team Member: EDAW, Inc.</p> <p>Contract Title: VA, Indefinite Delivery Contract for Veterans Affairs National Cemeteries, Nationwide</p>
<p>columbariums. Specifically, EDAW developed the master plan and the preliminary construction documents and assisted VA in obtaining proposals. Other projects included:</p> <ul style="list-style-type: none"> • Fort Sam Houston, VA National Cemetery, San Antonio, Texas • Chicago Area VA National Cemetery, Joliet, Illinois • Saratoga, VA National Cemetery, Saratoga, NY • Beverly VA National Cemetery, Beverly, New Jersey • Fort Bliss VA National Cemetery, El Paso, Texas • Cleveland Area VA National Cemetery, Rittman, Ohio • Phoenix VA National Cemetery, Phoenix, Arizona • Quantico VA National Cemetery, Quantico, Virginia • Fort Rosencrans VA National Cemetery Columbarium, San Diego, California • Dallas/Ft. Worth Area VA National Cemetery, Texas
<p>Contract's Relevance to VA Enhanced-Use Leasing Program Support:</p> <p>Project management of an indefinite quantity contract with the Veterans Administration servicing the National Cemetery System. Responsibilities include managing a multi-disciplinary team for a variety of projects, such as: environmental assessments; archaeological studies; irrigation master planning; site plan development and review; and landscape master planning for the Veterans Administration National Cemeteries.</p>

PricewaterhouseCoopers Past Performance

General

PwC has great appreciation for the complexity and scope of VA's Healthcare System. As the largest healthcare delivery network in the United States, VA serves as an industry leader in operational areas such as computerized patient medical records systems and the delivery of low cost pharmaceuticals. Providing quality, accessible healthcare services to an aging veteran population of over 4.5 million across the United States, Puerto Rico Philippines and Guam as depicted in Table 9 is truly unique and a tremendous challenge.

As a member of the MicroTech Team, PwC's unique strengths are:

- **Proven technical experience and knowledge of the federal business processes and requirements:** Our team has made a material contribution to the identification and development of policy options and implementing programs for the management and reuse of its historical properties, reutilizing surplus real and personal property, attracting investors and new business processes in to the management and operation of Army installations and operational activities, and for planning and evaluation of more strategic potential implementation options.
- **Proven program and project management methodology:** Leading-edge methodologies and best practices that can be immediately applied. PwC is the only "Big Four" consulting firm to hold a seat on the corporate council of the Project Management Institute.
- **Full range of domain expertise and thought leadership -** Global reach and depth that draws upon the experience and qualifications of domain experts in privatization and a full range of business areas, far beyond that of our competitors. PwC has provided similar services at a global level, as a partner shaping a significant transformation effort to the United Kingdom's National Health Service

Presented below are overviews of PwC's capabilities across the three areas requested in the RFP: health care service delivery and facility planning, lifecycle costing, and real estate services. Additionally, provided are examples of past experience relevant to specific client projects with

the requested information: description of level of complexity, total dollar value, type of contract, delivery timeframe of contract, prime or subcontractor effort, and include current points of contact:

Health Care Service Delivery And Facility Planning: PwC's Healthcare Consulting Practice (HCP), with over 400 professionals, assists payers and providers of healthcare services in solving business issues. PwC has significant experience in providing consulting services to VA. From PwC's wide array of projects completed over the years, it has gained significant knowledge of VA operations and at the Headquarters office level down through the Veterans Integrated Service Networks (VISNs) to the Veterans Administration Medical Centers (VAMCs). PwC's work includes business planning services, process improvement, and program management in a host of operational areas. PwC combines its strength as a financial advisor with a practice dedicated to health care facility planning and development, distinguished by the following capabilities:

- **Depth of Experience** - PwC has provided strategic, operational, facility, and capital planning services to over 150 US hospitals and health systems since 1990.
- **Health Care Expertise** - PwC includes professionals with extensive experience in health care service delivery: from sizing and projecting the needs of a market, to creating clinical programs to meet those needs, to planning and developing the sites and facilities to house those programs, and to determining the most cost-effective ways to finance all aspects of care delivery and operations.
- **Decision Support** - PwC uniquely understands, and can help VA integrate, the volume of decisions and analyses that flow from the CARES and VA's EUL vision through detailed planning, option analyses, and execution.
- **Project Management** - PwC successfully align the unique contributions of our colleagues in the technical disciplines of architecture, engineering, real estate and other specialty consultants.
- **National Coverage** - VA's EUL Program will require deep resources extended over the entire country. Our Team, working with our network of offices, has the capability and capacity to address the breadth and depth of work with local constituencies.

Life Cycle Costing: PwC has significant experience in conducting and assisting our clients' conduct option appraisals, cost/benefit and business case analyses (often in accordance with OMB Circular A-11); conducting reviews and independent validation of these types of assessments; and in helping senior leaders make informed business decisions. The robust identification of life cycle costs, the benefits and associated risks with the range of implementation options facing an agency is a key component of this process; and therefore PwC has experienced personnel who are highly skilled in these processes and in the management and quality assurance of diverse teams of Agency personnel and subject matter experts required to prepare estimates. PwC's Health Care Consulting Practice provides costing and option appraisal services to health care service delivery organizations and utilizes its expertise to assess the costs and identifying the associated benefits and health care impact associated with strategic and investment choices. PwC prides itself on deep financial skills, which enables us to seamlessly use the clients' own financial tools, third-party systems, or indeed custom analytical applications to provide timely and powerful financial insight into decisions such as "renovate or replace," "make or buy," "build or lease". We frequently collaborate with specialist firms on technical issues such as abatement costs, life safety issues, code compliance providing a full picture of all costs. PwC also has deep life cycle costing and benefit assessment skills and expertise.

Real Estate Services: PwC has a dedicated real estate advisory and assurance group and also specialists in health care, hospitality & leisure, utilities and public service infrastructure sectors. PwC has been engaged by government agencies to assist in solving challenging real estate issues.

For example, PwC assisted the Department of Defense value the whole of its real estate; assisted the Department of Army consider how it would better use public private partnerships in the Installations and Environment domain; is currently helping the Department of the Interior manage concessions many of our National Parks.

Direct Benefits to VA

Table 8: Other Applicable PwC Experience With VA.

Leveraging experience on other VA projects to support VA's EUL Program more efficiently.

Office/VISN's/MC	Projects	Outcomes
VISN's 1, 3, 4, 6, 7, 8, 10, 17, 19, & 22	<ul style="list-style-type: none"> • Coding assessments • Coder and physician education • Revenue Cycle • CBOC Initiative 	<ul style="list-style-type: none"> • Improved data quality • Enhanced cash flow • Increased coding compliance • Improved underlying processes • Improved veteran access to care • Enhance quality of care • Increased patient safety
Chief Business Office	<ul style="list-style-type: none"> • Project Management for Development and Implementation of Revenue Office Technology Projects • Payer Relations • Health Information Management Policy and Procedure Assistance 	<ul style="list-style-type: none"> • Improved data quality • Enhanced Cash Flow • Increased efficiency of business processes • Achieved HIPAA compliance
Office of Policy and Planning	<ul style="list-style-type: none"> • Evaluation of Cardiac Care Program 	<ul style="list-style-type: none"> • Improved data quality • Enhanced quality of care • Improved underlying processes • Increased patient safety
Office of Research and Development	<ul style="list-style-type: none"> • Defueling and Decommissioning Planning for a Nuclear Reactor at Omaha VAMC 	<ul style="list-style-type: none"> • Increased operating safety and compliance • Decreased operating costs

As depicted in, our work has exposed us to the richness and inherent diversity present in a system so large in scope. We have learned first hand while working with both clinical and operational VA staffs throughout the country, that while the medical centers and CBOCs are unified in their mission, some VISNs embrace centralization and standardization while others prefer to function as an informal regional affiliation with unique policies and procedures. This work has allowed us to develop in-depth expertise in VA national policies and local idiosyncrasies that play an integral role in shaping the overall culture of the VHA system.

The EUL Program process will support transformation of VA's healthcare system by increasing capacity to deliver through greater points of access, offering more preventative care, supporting a patient centric delivery mode and enhancing support for clinical centers of excellence. MicroTech Team member PwC has delivered high quality services in a host of different consulting projects that provide the foundational knowledge and experience prerequisite for the delivery of cost-effective, responsive and superior-quality EUL support. PwC has significant experience evaluating veterans' access to care and quality of care through VISN level work as well as through our highly acclaimed evaluation of VA's Cardiac Care Program. These projects have required PwC to use our proven methodologies to familiarize ourselves with VA databases, assimilate large volumes of data from diverse sources, and efficiently reach accurate and meaningful conclusions. In addition, PwC has developed effective approaches for incorporating veterans and stakeholders into decision-making processes. PwC's keen understanding of the

diverse veteran population and the wide variety of VA system stakeholders in conjunction with our adept communication skills allows us to ensure all parties are well-served. Lastly, long-term relationships with personnel of all levels at Headquarters, VISNs and medical centers have kept us well-informed of new initiatives, trends in clinical care and operational policies, and the current challenges faced by both employees and the veteran user population. Our relationships with personnel at every medical center provide critical insight to the local environment within which EUL decisions must ultimately be executed.

Experience in Master Plan Development

Many VA installations believe that they have surplus space, but they need to reorganize what their own facilities requirements are before this space can be realized. PwC brings extensive experience in master plan development as well as a long history of helping governmental clients such as VA and DoD, healthcare providers around the globe, and foreign government align their ownership and use of assets with their business needs.

Healthcare Master Planning- For over 50 years, PwC's healthcare practice has provided master planning services to the country's largest and most prestigious institutions. PwC's history and commitment to the industry allows PwC's healthcare clients to face the challenges of efficiently managing the built environment. Among the "Big Four" professional services firms, only PwC has an internal practice dedicated to Master Plan Development. PwC has assisted virtually every type and size of healthcare providers, including hospitals, and health systems, all manner of outpatient settings, medical schools and other institutional care settings. PwC provides recognized thought leadership and continuously transfers new knowledge and experience to clients around the world. PwC also has the experience and capability to work on advisory assignments on a larger scale, including:

- PwC's long-standing reputation as a quality provider of lead advisory, appraisal and portfolio management services is well-known by government agencies and global institutional clientele. PwC's scale valuation and portfolio management activities include the following examples:
- In 1999, PwC valued the whole of Department of Defense's \$100 billion real property portfolio
- Over the last 3 years, PwC has helped manage the National Park Service Concession Program (NPSCP). These contracts generate over 80 percent of the NPSCP revenue and represent significant value to the NPSCP.

Advising on major international transactions and large scale transformations

PwC Global Infrastructure, Government and Utilities (IGU) group has been repeatedly ranked the #1 independent financial advisors in the fields of project finance, privatization and public private partnerships (P3) by trade journals such as Project Finance International. PwC's contributions to the MicroTech Team will include seasoned members of IGU. Below are representative examples of PwC's relevant experience.

- Advising the UK National Health Service on nation wide programs to contract for care through the creation of diagnostic treatment centers.
- Implementation of P3 transactions, involving private finance of over US\$2 billion, to develop for large hospital facilities in Canada, Australia, Italy, South Africa, most recently, Japan and the UK (e.g. University College London, 669 bed acute hospital).
- Provided high-level business planning assistance to the Department of Health in the United Kingdom, where PwC's Simon Leary was responsible for drafting the 5-year strategic plan for the National Health Service in England.

- PwC's Andy Miller advised the British Army and Ministry of Defense respectively on the single focus for the Army estate and on the rationalization and redevelopment of the MoD Central London estate. These programs resulted in a series of very large estate rationalizations and recapitalization transactions including, amongst others, Allenby/Connaught (\$1.8b) and the MoD Main building Redevelopment (\$1b).

Comprehensive Scope of Relevant Experience Healthcare Planning

PwC is the leader in providing consulting services to the healthcare industry and we possess the requisite knowledge and experience to be successful on a project of this magnitude and importance.

Healthcare is a priority service area for PwC, and we invest substantially in resources and services to meet the needs of our clients. In the U.S., we have 500 professionals dedicated to auditing healthcare clients, and 700 professionals who comprise our healthcare advisory practice. Our professionals include doctors, nurses, information management professionals, and former government officials. These professionals have worked with numerous healthcare organizations nationwide and have served many of them on a continuing basis for several decades.

We deliver a wide range of industry-focused services, including healthcare planning, operations and quality improvement, project management, compliance program assistance, reimbursement consulting, National Committee for Quality Assurance (NCQA) services, Joint Commission on Accreditation of Healthcare Organizations services (JCA HO), network development, strategic planning, transaction consulting, brand management, and healthcare IT consulting. We serve more than 3,000 health related organizations nationwide including Temple University Health System, Stanford Medical Center, Georgetown University and Medical Center, Shands Healthcare, Saint Vincent Catholic Medical Centers of New York, Lenox Hill Hospital, Catholic Healthcare East, and Catholic Health Partners.

PwC is accustomed to working with large healthcare organizations, providing healthcare consulting services to:

- 6 of the 10 largest healthcare systems (based on net patient revenues)
- 6 of the 10 largest healthcare systems (based on total number of acute care hospitals)
- 7 of the 10 largest for-profit healthcare systems (ranked by staffed acute-care beds)
- 8 of the 10 largest not-for-profit healthcare systems (ranked by staffed acute-care beds)
- 4 of the 10 largest Catholic and 3 of the 10 largest non-Catholic healthcare systems (ranked by staffed acute-care beds)

Healthcare Planning Experience: PwC is a global leader in providing strategic planning consulting services to clients. We have provided enterprise-wide strategic planning assistance to some of the largest healthcare organizations, academic medical centers, colleges, universities, and other nonprofit organizations. We leverage cross-industry experience to enhance our methods and tools that are customized for specific industry application, including healthcare. For healthcare strategic planning engagements, we differentiate our services from others by bringing an industry-informed perspective to our strategic planning approach. We rely on strategic planning professionals who truly understand the unique qualities of healthcare delivery.

Healthcare Services Planning: PwC is the only "Big Four" professional services firm to retain a practice dedicated to healthcare services planning and facility development. The roots of this practice extend back over 50 years; current leadership has been in place since 1994. Each year the practice works in the US and globally with public and private providers in three principal areas of study:

- **Products:** Which services should grow, which should be exited, and which should remain status quo? How do these products relate to community need?

- **Place:** Where are your services located within the community and within your facilities? How accessible are the facilities? Is space being used effectively? Is it adequate to meet demand?
- **Performance:** How are you performing in terms of market indicators (market share), financial indicators (profit/loss), and operating indicators (provision of service)? Are you operating efficiently? Are you meeting key stakeholder expectations (community, board, physicians, employees)?

Operational Planning

PwC assesses operations driving improvement, cost efficiencies and adding value to health care providers. Operational planning is a methodical process of driving continuous improvement and change management throughout an organization, as shown in Table 9.

Table 9: PwC Operational Planning Process

Our methodical process drives continuous improvement and change management throughout the Team.

Focus on Operations	Focus on Creating Value	Re-envisioning the Health System
<ul style="list-style-type: none"> • What are the “best in peer class” operational opportunities within the organization and how can these be disseminated across all sites? • How does the organization further the standardization and adoption of best practice methods for key hospital processes such as recruitment/retention, supply chain, and other “standard” processes? • What are the richest sources for productivity improvement? 	<ul style="list-style-type: none"> • What are the best practices for serving the mission enhancing access, quality and costs? • How can we help create balanced realignment plans for our hospitals? 	<ul style="list-style-type: none"> • How can we build a flexible health system environment that shifts care to the most appropriate point of the continuum and accommodates spot labor shortages • What is the future role of information technology in maximizing productivity, throughout, and data capture? • What is the next generation of medical management to improve patient outcomes while reducing costs of care? • What future partnership and other joint ventures can be incubated?

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Performance improvement philosophy reflects embedding new processes and making them become a “way of life” for our clients. Our delivery process emphasizes education and knowledge transfer, unearthing value, developing key metrics and targets, and assembling a realistic implementation plan that drives a successful initiative. Ultimately, the operational planning structure and process must capture the hearts and minds of the people who implement it and such a process demands the appropriate investment of time and resources. At PwC, the operational planning process is not a “cookbook” approach that adheres to prescribed steps with preconceived measures of success. Instead, we apply an individualized, fluid process that specifically addresses the issues that our clients face. We acknowledge your current individual challenges and identify future opportunities for improvement. Operational Planning includes the following characteristics:

- **Comprehensive Approach**—incorporates diligence in the process of discovery, invests high-level implementation planning and devotes time and effort to creating value.
- **Continuous Feedback**—involves all constituents in dialogue and coordination to work across organizational and departmental boundaries to develop collaborative solutions that build stakeholder commitment.
- **Accelerated Design**—shortens traditional performance improvement initiatives by using an innovative approach that results in “speed to value” based on leveraging leading practices, templates, and methodologies for data collection
- **Business Case Development**—yields results within focused areas through the identification of distinct opportunities for improvement.
- **Tangible Tactics and Metrics**—drives results through the identification and monitoring of key

- performance metrics and targets.
- **Local Market Knowledge**—incorporates deep understanding of local markets and health policy to provide a realistic outlook for the future.

Discerning Economic Impact

Our economic impact analysis professionals have the knowledge and experience necessary to determine the impact of potential realignment. PwC has vast experience advising governments about community economic development, urban planning economics and development policy, project feasibility, and public-private partnerships. PwC has performed more than 15,000 projects involving economic impact. Our clients include government agencies, private companies and not-for-profit institutions. We understand federal policy objectives, the private sector's economic imperatives and the role of stakeholders in decision making processes. Our clients rely upon our findings to help make key decisions and convey the economic importance of these decisions to stakeholders. They also use them to identify the economic value that changes in public policy and/or infrastructure provide to the local and regional economies.

Specific to healthcare, MicroTech Team member PwC has performed numerous economic impact analyses involving the various healthcare decisions on local economies, changes to federal policy and payment methods including reimbursements from Medicaid and Medicare, consolidations, etc. In addition, PwC has extensive experience in discerning the economic impact of potential operational changes to the healthcare delivery system on the local and healthcare community.

Examples of these economic impacts studies include:

- Numerous hospitals and/or systems contemplating mergers - subject to the rules of Hart-Scott-Rodino, closures, consolidations, certificates of public need and transitions from inpatient to outpatient care settings.
- Strategic plan for the Texas Institute of Health Policy Research - An analysis on the economic effects of healthcare on the local economy.
- Northern Virginia Healthcare Workforce Alliance - An analysis of the healthcare workforce shortage in Northern Virginia and an estimate of the impact on the Northern Virginia economy.
- Los Angeles County Waiver - Monitoring the Department of Health Services' community economic potential in relation to goals of redesigning its service delivery system, expanding medically indigent coverage, and obtaining flexibility in payment programs.

Past Performance Contract Success Summary

Our comprehensive and field-proven study, analysis and planning strengths give us a unique appreciation for VA EUL support needs. Examining VA's EUL Program, we considered the requirements for achieving VA's EUL Program success. We asked what was needed to satisfy those critical elements, and we identified the success factors listed in the table below.

Table 10: Critical Success Factors for VA.

VA EUL Program critical element success factors are key to complete VA project fulfillment.



CARES Critical Element	Key Success Factors
Working with Community Groups	Senior talented, experienced professionals with extensive healthcare and public-interaction experience
Design, Organization, and Application of Study Methods and Templates	Disciplined approaches proven in numerous CARES-like settings to deliver meaningful, implementable results
Large-Scale Data Analysis	Automated data analysis tools and extensible software
Reuse Planning by Working with Stakeholders, etc.	Experienced reuse professionals with ability to realistically assess property and space values and options in VA VISNs
Capital Planning by Working with Stakeholders, etc.	Public-forum experience with building projects definition, strategies, analysis, approaches, and implementations
Healthcare Supply and Demand Modeling	Obtaining and validating "good" data and having relevant automated models
Converting to Comprehensive Integrated Healthcare Programs and services	Large healthcare system experience
Healthcare System Strategic Planning, Evaluation and Redesign	National and international system expertise with large systems
Diverse Locations and Large Metro Areas	Experience directing and coordinating multi-location, multi-site healthcare engagements
Key Personnel	Knowledge of VA through prior experience

Assessing the capabilities needed to fulfill those success factors suggested that help in four areas would provide our Team with the comprehensive skills and experiences needed to deliver contract success in every aspect.

PwC's past performance contracts exhibit strengths in all EUL critical elements. Table 11 highlights the relevance of the Nine (4) contracts that satisfy VA's critical element needs. Selected past performance contract descriptions follow and are listed below.

Table 11: PwC Projects Summary

VA EUL Critical Elements	Selected Past Performance Contracts								
	PricewaterhouseCoopers LLP								
	VISN 17	Qatar STH	CHE	HealthNet	VCF	UK-NHS	UK-NSTC	Bon Secours	NPS CP
Working with Community Groups	✓	✓	✓	✓	✓	✓	✓	✓	✓
Design, Organization and Application of Study Methods and Templates	✓	✓	✓			✓	✓	✓	✓
Large-scale Data Analysis	✓		✓	✓	✓	✓	✓	✓	✓
Reuse Planning with Stakeholders, etc.	✓		✓			✓	✓		✓
Healthcare Supply and Demand Modeling	✓	✓	✓			✓	✓	✓	
Converting Enrollee and User Information into Integrated Programs and Services	✓	✓	✓	✓		✓	✓	✓	
Healthcare System Strategic Planning, Evaluation, and Redesign	✓	✓	✓	✓		✓	✓	✓	
Diverse Locations and Large Metro Areas	✓	✓	✓	✓	✓	✓	✓	✓	✓

Project Summaries

MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: Community-Based Outpatient Center Initiatives for VISN 17	
Contract Number (PwC)	V674P-3104
Client, Firm, or Government Agency	Central Texas Veterans Health Care System (VISN 17)
Contract Type	FFP
Total Contract Dollar Value	Initial Value \$480,000, Final Value \$713,220 (client-added scope)
Contract Award Date	Aug 2000



MicroTech Team Member: PricewaterhouseCoopers LLP		
Contract Title: Community-Based Outpatient Center Initiatives for VISN 17		
Period of Performance	12 months	
Customer Point of Contact/Title	CO: Garrett Briggs	COR: Mark Doksocil
Customer Telephone Number/Email Address	[REDACTED]@med.va.gov	[REDACTED]@med.va.gov
Customer Address	1901 S. 1 st Street, Temple, Texas 76504	
<p>Scope: Scope: VA identified key objectives for its Health Services Programs including: improving access to services, reducing cost per patient, improving revenue, increasing patient satisfaction, and improving quality perception. VISN 17 serves over 1 million veterans primarily in Texas through its 7 medical centers and 58 primary care clinics (some at VAMCs), Satellite Outpatient Clinics (SOCs) and CBOCs. PwC assisted VISN 17 with 3 main tasks relative to its existing SOCs, the VAMC primary care clinics and its CBOC program (current and projected). These major tasks included: Task I-To compare and evaluate the performance levels relative to productivity, operational efficiency, quality of care, patient enrollment, and satisfaction rates of VA's staff model and the privately contracted CBOC sites, the seven SOCs and the VAMC primary care clinics. To research existing and prospective CBOC and SOC patients' attitudes, experiences and satisfaction levels relative to VISN 17's CBOC and SOC program to generate stronger enrollment and further identify the preferred CBOC model by geographic location. Task II-To assist with the development and implementation of a comprehensive strategic CBOC management and expansion plan. Task III-To support VISN 17 and requesting medical centers in the creation of an effective CBOC management infrastructure for current and future CBOC sites complete with evaluation tools for determining optimal site model (e.g., contractor, own/build, share with DOD, etc.). Geographic Disperslon: VISN 17 serves over 1 million veterans who with the exception of two counties in Oklahoma encompasses North, Central, and South Texas and includes the cities of Dallas/Fort Worth, Austin, and San Antonio. Socio-economic conditions range from relative affluence in urban areas such as Dallas, Austin, Waco, and San Antonio to areas of widespread unemployment and poverty in the largely Hispanic Lower Rio Grande Valley. Methods/Procedures Applied: PwC gathered information about stakeholder perceptions of CBOC program performance, program goals, and areas of needed improvement. We assessed performance by site and model to compare the levels of quality, productivity, cost of care, and patient satisfaction among CBOCs. We reviewed CBOC patient origin data, measured patient access to CBOCs and VAMC specialty care and compared cost and financial performance: contracted CBOCs, staff model CBOCs and VAMC primary care centers. Significant Lessons Learned: Communication among stakeholders was a key issue. We effectively developed a report of stakeholder findings. Difficulties Encountered and Resolved: PwC faced significant challenges finding veterans willing to participate in focus groups. We overcame this by partnering with local VSOs to encourage veteran participation and select appropriate meeting sites. Experienced PwC meeting facilitators' ensured feedback was gathered from all participants and that all issues were documented for easy understanding.</p>		
<p>Contract's Relevance to VA Enhanced-Use leasing Program Support: In-depth analysis of a significant VISN focused on the effectiveness of the VISN's primary care program overall and specifically through its implementation of CBOCs throughout its service area. These measures of effectiveness included the assessment of quality care delivery, expanded access for veterans to receive primary care both from the standpoint of geographic as well as appointment availability, and to compare the performance of CBOCs to VISN SOCs and hospital-based clinics. This project produced and employed tools for VISN use to evaluate the varying options with supporting rationale for care delivery including outsourcing or contracting with private providers, VA site development/ ownership and DOD sharing opportunities.</p>		

MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: Qatar Specialty Teaching Hospital	
Contract Number (PwC)	Not Available, Foreign Government
Client, Firm, or Government Agency	Country of Qatar
Contract Type	PPP



MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: Qatar Specialty Teaching Hospital	
Total Contract Dollar Value	\$3,700,000
Contract Award Date	May 2003
Period of Performance	Feb 2004
Customer Point of Contact/Title	Ken Bloem
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	607 Ottawa St, Elk Rapids, MI, 49629
<p>Scope: Qatar retained PwC to develop the vision, delivery model, clinical programs, physical facilities, communication plan, and implementation plan for the first world-class teaching hospital in the country. Areas addressed during the study included: service demands based on populations served, program and service operational organization, management, and governance structure, program and service physical organization, service volumes, space programs by department, total building mass by location, medical equipment requirements, capital requirements, land requirements, and labor requirements.</p> <p>Geographic Dispersion: The hospital will serve the entire country of Qatar and a large portion of the Middle East. Therefore, we involved numerous constituencies in the public hospital, private hospital, university, and political arenas.</p> <p>Methods/Procedures Applied: We developed all operating assumptions, models for medical staff structure and staffing and non-physician staffing, square footage assumptions for patient, family and staff amenities, capital expenses, annual operation expenses, and managed all constituency and stakeholder interactions.</p> <p>Significant Lessons Learned: We learned that it is critical to have seasoned, experienced healthcare professionals with prior hospital experience to plan and address demand, utilization, clinical and operational areas.</p> <p>Difficulties Encountered and Resolved: As this engagement was international in scope we had to successfully address the logistics and cultural challenges associated with assisting a client on the other side of the world. We developed training and orientation for our staff assigned to the project to ensure they were aware and operated within both cultural and client requirements and constraints.</p> <p>Contract's Relevance to VA Enhanced-Use leasing Program Support: This project required the development of a hospital design, and implementation plan that involved strategic planning, program planning, cost analysis, facilities planning and stakeholder development. As will happen with EUL locales, we successfully organized and developed results even when challenged by the different logistics of other countries (i.e. other locales). Virtually all of the skills and experiences associated with this engagement, like planning, modeling, and project management for a large-scale healthcare center will be of major importance for VA. The availability of experienced professionals skilled in the areas of planning, demand modeling, operations, medical education, and research in public and private hospital systems is crucial to success. PwC has those professionals. We understand and have demonstrated our ability to deliver a first-class result regardless of national or international locale.</p>	

MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: Catholic Health East (CHE)	
Contract Number (PwC)	None, Private Organization
Client, Firm, or Government Agency	Catholic Health East
Contract Type	Firm Fixed Price
Total Contract Dollar Value	\$2.5 million
Contract Award Date	Sep 2002
Period of Performance	Feb 2003
Customer Point of Contact/Title	Bob Stanek, CEO
Customer Telephone Number/Email Address	[REDACTED]@che.org
Customer Address	14 Campus Boulevard, Suite 300, Newtown Square, PA 19073-3277
Scope:	



MicroTech Team Member: PricewaterhouseCoopers LLP

Contract Title: Catholic Health East (CHE)

CHE is a large US healthcare organization comprised of 22 medical centers and other healthcare related entities, each with individual administrations and numerous stakeholders. CHE faced the challenge of effectively implementing 12 highly-visible, large-investment initiatives critical to system long-term success. Their objectives were to create consistency, apply best practices, and improve financial performance. We were retained by Catholic Health East (CHE) to develop and implement a program management office (PMO). PwC assisted in 1) establishing the PMO, 2) providing project management support for existing and selected future CHE initiatives, 3) transferring knowledge from PwC to CHE, and ultimately transitioning the PMO to CHE. We project-managed and monitored implementation of the 12 key initiatives and the performance of the Regional Health Corporations. **Geographic Dispersion.** CHE is comprised of 31 acute care hospitals, 48 freestanding and hospital-based long term care facilities, 12 assisted living facilities, 5 continuing care retirement communities, 3 behavioral health facilities, 3 rehabilitation facilities, 19 home health agencies, and numerous ambulatory and community-based health services. Catholic Health East facilities employ approximately 43,000 full-time employees located in 11 states.

Methods/Procedures Applied: To implement the CHE project, we successfully employed the following methods and techniques: Strong executive sponsorship; Commitment to structure and discipline; Accountability at all levels; Detailed project plans with measurable targets tied to business goals; Dedicated resources to support the PMO; Project success linked to teamwork and personal performance; Frequent broad-based communication and education; and Anticipation of resistance and building acceptance

Significant Lessons Learned: PwC found the following to be key CHE success factors: in-depth healthcare knowledge and experienced individuals, frequent broad-based communication and education, healthcare industry benchmarking, consistent state of the art assessment tools, a PMO Web-enabled tool with dedicated support resources, detailed project plans with measurable targets. We also found that a project with many different settings requires the use of consistent tools for measurement and evaluation, a strong dedicated project management office to enhance broad communication, strong leadership, and achieving client understanding and satisfaction by bringing relevant creative approaches to each healthcare community (avoiding the "one-size fits all" approach).

Difficulties Encountered and Resolved: We encountered difficulties coordinating and collecting information from disparate financial information systems. We resolved this by communicating with each entity the need and use for the information and were readily available to discuss any actual or potential issues. Another difficulty was ensuring that people's priorities were appropriate. Again, clear planning and communication were key to minimizing priority issues.

Contract's Relevance to VA Enhanced-Use leasing Program Support:

Like VA's EUL program, CHE represents a large-scale healthcare organization with multi-facilities, numerous stakeholders, and a need for rapid operational change and improvement. It required reassessment of service line needs followed by apportionment of capital budget needs. Identifying areas of growth facilitated the prioritization of capital expenditures much like VA's EUL program desires.

As with VA's EUL Program, CHE healthcare centers are located in 11 states geographically dispersed from Maine to Florida and in multiple locations within those states.

CHE has strong similarities to VA's EUL Program as it has a large number of individual stakeholders in different locales with divergent agendas. Our unifying methods and consistent measures and approaches provided a strong foundation for consensus building and acceptance of the initiatives exactly as VA's EUL Program will need.

Because CHE partnered with PwC's team of seasoned professionals who provide executive presence, facilitation skills, project management skills, thought leadership and extensive experience in healthcare planning and operations, we collectively addressed every challenge with credible, workable answers. Similar partnership and operating flexibility is envisioned for VA's EUL Program.

Similar approaches will be used with VA's EUL Program to minimize data coordination issues while maintaining data credibility.

MicroTech Team Member: PricewaterhouseCoopers LLP

Contract Title: HealthNet Federal Services Transition

Contract Number (PwC)

Private Organization



MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: HealthNet Federal Services Transition	
Client, Firm, or Government Agency	HealthNet Federal Services
Contract Type	Cost
Total Contract Dollar Value	Confidential
Contract Award Date	May 2003
Period of Performance	May 2003 – Sept 2004
Customer Point of Contact/Title	Kathleen Richard, VP Transition Mgmt & Transition Officer
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	21650 Oxnard Street, Woodland Hills, CA 91367
<p>Scope: Scope: HealthNet Federal Services had 10-months to transition their existing West Coast-based TRICARE enrollees to the new North Region. With the transition affecting every part of the company, there was a need to closely coordinate resources and subcontractors, to develop and manage the business transformation, and to track the hundreds of government-required and solution-based deliverables working with a number of community groups in diverse locations. PwC helped establish a PMO method to monitor and track risks, issues, document control, change management, status reporting, project plan creation and inter-dependency management. PwC also provided professional project managers to manage primary areas of transition, including: Claims; Enrollment; Customer Service/Call Center; Staffing, Training, Facilities; Medical, Referral, Case Management; Provider Management; Data Warehouse, Dashboard Reporting; and Medical Treatment Facilities/Field Operations Geographic Dispersion: HNFS primary operations and PMO were based in Rancho Cordova, CA but had the challenge of transitioning to an operational model supporting the new North Region – primarily Northeast U.S. and National Capital Area, encompassing 22 total states. Methods/Procedures Applied: PwC and HNFS collaboratively used PMO methods based on the PwC Project Management Body of Knowledge (PMBOK). We organized numerous collaborative design sessions to facilitate efficient knowledge gathering and information dissemination. PwC also assisted HNFS in launching a web-based project management tool (Project InVision) to manage the 20,000-line cross-functional project schedule and related documents, risks, issues and reports. All transition project stakeholders (HNFS, PwC, Subcontractors, Government TRICARE customer) could access the tool for a real-time window into overall project status. We also used weekly meetings with the government to review custom status reports built in Project InVision and to encourage open communication between all parties. Significant Lessons Learned: We confirmed that a structured, well-organized PMO could keep communication channels open and all parties moving in concert toward common goals. We further confirmed that comprehensive upfront planning and consideration of cross-functional dependencies would enable HNFS to anticipate, prioritize, and prepare for high-risk events. We also confirmed that common tools and templates were helpful in aggregating and reporting information accurately and on time. Difficulties Encountered and Resolved: Some delays in technology rollouts activated contingency plans (e.g. temporarily using manual processes). There were coordination difficulties managing the East Coast transition from the West Coast, so we placed relevant West Coast teams on an East Coast schedule to enable more real-time interactions.</p>	
<p>Contract's Relevance to VA Enhanced-Use leasing Program Support: The importance of this project is the validation of PwC knowledge and techniques to take on a fast-track program and instantly provide knowledgeable, expert management for multiple medical-related functions bearing on the quality of healthcare. VA's EUL Program may have exactly that need in the healthcare studies and in understanding the infrastructure factors affecting delivery of timely, high-quality healthcare. Given the D.C. – based PMO for VA's EUL Program, many of the same "coordination with actions in other location" issues will surface. This project has familiarized us with the nature and challenge of such issues and the means to address them. Web-based management and frequent MicroTech Team/Government interactions are envisioned for VA's EUL Program. The work done on this project provides the confidence that those methods and tools will meet both Government and Project Management needs effectively and in a timely manner.</p>	



MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: HealthNet Federal Services Transition	
<p>For VA's EUL Program, there will be a significant number of study teams operating in parallel. The lessons learned from this project are directly applicable to teams in different time zones and working toward common goals.</p> <p>PwC risk management provided effective, rapid response to technology delays as it would in VA's EUL Program. Timing and coordination challenges with physically dispersed VA's EUL Program teams would also benefit from the unified scheduling approach.</p>	

MicroTech Team Member: PricewaterhouseCoopers LLP	
Contract Title: National Park Service Concession Program (NPSCP) Concession Contract Review and Strategy.	
Contract Number (PwC)	C262303D162
Client, Firm, or Government Agency	U.S. Dept of Interior, National Park Service
Contract Type	\$ 8+ million
Total Contract Dollar Value	IDIQ – Task Orders
Contract Award Date	March 2000 – on going
Period of Performance	March 2000 – on going
Customer Point of Contact/Title	Ms. Jo Pendry
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	National Park Service, 1849 C Street NW, Washington, DC 20240
<p>Scope: PwC has been engaged as the primary business advisor to the National Park Service Concession Program from 2000 to the present. In this role, PwC has provided extensive analysis and reporting. In support of the national program, PwC has provided on-going briefings for NPS leadership. In support of regions and parks, PwC has assisted in the development of over 20 prospectus documents including franchise fee analyses, business opportunity sections, operating and maintenance plans and proposal packages. PwC was engaged to provide business advice and guidance for the fifty largest concession contracts that expire in the next five years. These contracts include lodging, retail, food and beverage, and marina operations. These contracts generate more than 80 percent of the NPSCP revenue and represent significant value to the NPSCP. The scope of work included reviewing all contracting items to evaluate procedural consistency to enhance the position of NPS relative to contracting issues. PwC staff undertook park site visits during which they developed an understanding of the array of visitor services and concession operations existing in the parks, in addition to contracting opportunities and constraints. Subsequent to the development of a consensus built action plan, PwC embarked upon a scope of work to assist each park in the development of a sound and supportable prospectus. The process included: conducting market and financial analyses to determine the business opportunity available to a new/existing concessionaire; performing real property condition assessments to identify facility condition and recapitalization requirements; valuing all personal property in place that is paramount to the ongoing operation of the business contained within the concessions contract; identifying all five safety and environmental deficiencies and providing detail on the cost to cure such deficiencies; performing a fair market value of the real property in place; and conducting investment analyses to determine the financial feasibility of the businesses to be contracted. Subsequently PwC has been appointed to assist the NPS manage many of its concession programs across its parks</p>	
<p>Contract's Relevance to VA Enhanced-Use leasing Program Support: Very similar scope, scale, and complexity to VA's EUL program. However, more importantly the success of NPSCP is as important to the NPS as the success of VA's EUL program is to be to VA. NPS decided they need to contract with the best resources to ensure achievement of their mission objectives.</p>	

Consolidated Engineering Services Inc. Past Performance

General

CESI provides: Environmental Review Services for Property Acquisition and Disposition:

Environmental Issues - Initial Screen: Conducting comprehensive inspections for environmental hazards can be a lengthy and expensive process. CESI's professional experience has shown that in most cases, an initial screening is more cost effective as a method of determining the potential for a particular environmental hazard existing at a property. CESI conducts a screening of the property to ascertain the current environmental conditions at the site that warrant remediation or other corrective action. The intent of this evaluation is to minimize owner liability and maintain regulatory compliance, and includes a review of available documents and performance of an on-site visual inspection to determine the presence of the following environmental issues:

- Asbestos-Containing Materials (ACM)
- Lead-Based Paint (LBP)
- Lead-in-Water
- Other Environmental Issues

Phase I Environmental Site Assessment: CESI conducts environmental site assessments of the subject properties in accordance with the American Society for Testing and Materials (ASTM) Standard Practice for Environmental Site Assessment: Phase I Environmental Site Assessment (ASTM E 1527-00). The protocol that comprises ASTM 1527-00 is nationally recognized as permitting the user to satisfy one of the requirements to qualify for the innocent landowner defense under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). CESI will perform site reconnaissance, conduct interviews with key personnel, and perform a records/documentation search and review. No testing, sampling, or drilling is mandated by the ASTM protocol. In order to identify potential environmental issues, the Phase I effort will include review of historic activities and current conditions at the site and the surrounding area. Five copies of the Report will be provided to the Client. Activities that will be included in Phase I are as follows:

- Review of the U.S. EPA's National Priority List and CERCLIS database for identification of the subject property or surrounding properties named for environmental remediation or investigation;
- Contact with appropriate federal, state, and local agencies to obtain information related to the regulatory history of each site, environmental citations, reported accidents, or chemical spills;
- Interviews with appropriate public officials with respect to water supply, soil or groundwater contamination, and waste disposal activities at or near the sites;
- Review of soil investigations or other relevant environmental studies that are readily available regarding the site;
- Interviews with current and, if possible, historic property Owners, tenants, operators, or employees to define past and present operational activities at the site;
- Review of building construction information if available;
- Review of reasonably available historic aerial photographs to identify property development history, former land use, and nearby surface water bodies;
- Review past ownership information by reviewing any title search made available by the current property owner; and
- Site inspection to visually review existing conditions at the properties and at adjoining areas for evidence of contamination or questionable past operational practices.

Project Summaries

Examples of recent CESI projects include:



MicroTech Team Member: CESI	
Contract Title: Fairfax County, VA, Lorton Correctional Complex – Environmental Inspection Services	
Contract Number	GS11P92EGD0022
Client, Firm, or Government Agency	U.S. GSA Land Administration Division
Contract Type	Subcontract
Total Contract Dollar Value	\$2,400,000.00
Contract Award Date	1999
Period of Performance	3.5 years
Customer Point of Contact/Title	W.T. Gregory, PE
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	Heery International 8201 Corporate Drive Landover, MD 20785
<p>Scope: Consolidated Engineering's Technical Consulting Services group made it possible for GSA to completely remediate the property in accordance with the most stringent clean-up standards and successfully return the property to the community. The property was conveyed with no restrictions on its use in one of the most valuable counties in the United States.</p>	
<p>Contract's Relevance to VA EUL Program Support:</p> <ul style="list-style-type: none"> • <i>Contaminated Property Turned into New Community</i> - By investigating and implementing remediation strategies, Consolidated Engineering assisted GSA in bringing this contaminated prison complex back to acceptable standards for residential use in a much shorter time than would normally be expected. • <i>Reconstruction of Historical Data</i> - By conducting interviews and researching the District of Columbia Department of Corrections archives, Consolidated Engineering's Technical Consulting Services group was able to detail the various sources and nature of contamination making it possible to create a scope of work for remediation. • <i>Continuous Operations</i> - By injecting Oxygen Release Compound (ORC), a non-intrusive, non-aggressive and no maintenance chemical, into 35 areas that were contaminated with gasoline and diesel fuel, one of the prison facilities was able to continue operations without interruptions or compromising the security of the inmates. • <i>Property Restoration</i> - Upon completion of recommended remedial actions to restore the property to its original condition, approximately 200,000 tons of hazardous and non-hazardous contaminated soil was properly characterized and manifested for off-site disposal. All remediation efforts were conducted under a voluntary remediation effort and a memorandum of understanding between federal agencies and local regulatory officials. • <i>Compliance with Strictest Guidelines</i> - During closure of the complex, thousands of drums of unused chemicals were consolidated, characterized, and disposed. Furthermore, over 35 regulated USTs and ASTs were closed and removed, more than 20 underwent subsurface investigations for petroleum releases, and two required corrective action. 	

MicroTech Team Member: CESI	
Contract Title: U.S. Federal Emergency Management Agency, Mount Weather – Environmental Inspection Services	
Contract Number	EMV-2000-CO-0023
Client, Firm, or Government Agency	U.S. Federal Emergency Management Agency (FEMA)
Contract Type	Subcontract
Total Contract Dollar Value	\$300,000+
Contract Award Date	1998
Period of Performance	5 years
Customer Point of Contact/Title	Rafael Cervantes, President



MicroTech Team Member: CESI	
Contract Title: U.S. Federal Emergency Management Agency, Mount Weather - Environmental Inspection Services	
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	Cervantes and Associates 3541 Chain Bridge Road, St. 7 Fairfax, VA 22030
Scope: ESI was retained by FEMA to perform a comprehensive hazardous material site compliance investigation at the Mount Weather Emergency Assistance Center. Mobilization, inspection, assessment, and report services were performed within a 2-week period as required by FEMA. The hazardous material survey included identification of asbestos containing materials, lead-based painted surfaces, PCB's, biological contaminants, radon, and identification of unknown contaminants in abandoned metal drums. Information gathered from the hazardous material survey was provided in efforts to meet federal health and safety regulatory compliance.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support:	

MicroTech Team Member: CESI	
Contract Title: Hensel Phelps Construction Company, The Pentagon - Arlington, Virginia, Environmental Consulting Services	
Contract Number	20010221802100
Client, Firm, or Government Agency	Department of Defense
Contract Type	Subcontract
Total Contract Dollar Value	\$300,000+
Contract Award Date	November 2001
Period of Performance	Ongoing
Customer Point of Contact/Title	William Thumm, Project Manager
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	Hensel Phelps Construction Company 4437 Brookfield Corporate Drive Chantilly, VA 20151
Scope: In response to a terrorist attack on The Pentagon in September 2001, CESI was contracted by Hensel Phelps Construction Company to provide environmental consulting services during site recovery activities. CESI conducted wipe and air sampling for asbestos, lead, heavy metals, petroleum-products, volatile organic compounds and other contaminants anticipated to be present following the fires within the Wedge 2 construction area. Also, as a result of the microbial growth that proliferated following the extensive use of water during fire fighting operations, CESI performed bulk, wipe, and air sampling for molds and bacteria to demonstrate their concentrations within the Wedge 2 area. CESI also coordinated asbestos-abatement activities with the general contractor and provided air monitoring services during abatement work in Wedge 2.	
Contract's Relevance to VA Enhanced-Use Leasing Program Support: CESI provided site-specific asbestos and lead awareness training to all trades working within the Wedge 2 construction area. The awareness training included the following topics: history of asbestos and lead uses; health effects related to exposures; description of the locations of asbestos and lead within Wedge 2; and measures to minimize exposures. Between October 2001 and January 2002 when the sessions were provided by CESI, over 250 contractor and sub-contractor personnel participated in the awareness training.	

ONIX, Inc. Past Performance

General

ONIX is on the Department of Energy's ESPC Approved Vendor List. Members of the ONIX staff have been employees of energy services companies that have successfully implemented cogeneration energy centers. The environmental laws governing cogeneration energy centers are

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extremely dynamic depending mainly on technology used and location of the site. Some of the issues surrounding cogeneration sites include: air quality; water resources and water quality, including wetlands; land use, including agricultural land, crops, and livestock; wildlife and habitat, fisheries, and threatened and endangered species; energy and natural resources; noise; visual resources, light, and glare; population, housing, and economics; traffic and transportation; and health and safety

Project Summaries

MicroTech Team Member: ONIX, Inc.	
Contract Title: VA VISN 4 – Technical feasibility studies for a EUL cogeneration project at five VA facilities throughout the state of Pennsylvania.	
Contract Number	GS-10F-0200L
Client, Firm, or Government Agency	Department of Veterans Affairs
Contract Type	Delivery/Task Order
Total Contract Dollar Value	\$197,000
Contract Award Date	January 23, 2004
Period of Performance	February, 2004 – Present
Customer Point of Contact/Title	C. J. Cordova/ Office of Asset Enterprise Management
Customer Telephone Number/Email Address	[REDACTED]@mail.va.gov
Customer Address	810 Vermont Ave., Washington, DC 20420
<p>Scope: ONIX provided technical feasibility studies for Enhanced-Use Lease cogeneration projects at five VA facilities throughout the state of Pennsylvania. These studies produced a complete individual report for each facility studied.</p> <p>Contract's Relevance to VA Enhanced-Use Leasing Program Support: Produced a complete individual report for each facility studied that covered the following Key data that was observed at the sites:</p> <ul style="list-style-type: none"> • Assumptions made during feasibility study <ul style="list-style-type: none"> ▪ The methodology used to gather data • Major sub-systems that would be served by an energy center • Operational issues affecting an energy center • Potential environmental issues • Potential noise issues • Potential design issues • Potential construction issues • Electricity and steam profile during the year (graphically) • Complete heat balance determining fuel and electricity use • Budgetary cost of the system • Budgetary maintenance costs • Economic evaluation resulting in cogeneration electricity rate as a function of fuel-rate • Results and recommendations for follow-up including advantages, constraints, and disadvantages of each option. • Life cycle cost analysis of an energy center including net present value. Potential contractual scenarios that could be employed including potential value of enhanced use lease. 	

Apex, Inc. Past Performance

General

APEX, Inc. is ideally suited to meet VA's specialized consulting and training needs. Our extensive performance improvement experience and technical expertise make us the company of choice for leaders who are seriously interested in achieving significant improvements in operational and financial performance, and customer satisfaction.



APEX provides expert consulting, facilitation, survey, training, and program integration and management support services to meet any organization's productivity and quality improvement objectives. We are recognized as having "Best Business Practices" in Process Mapping/Management, Customer Management System, Organizational Measurement System, and Integrated Strategic Planning. Our members serve on the Malcolm Baldrige National Quality Award Board of Examiners and also the VA Carey Award and Kenneth Kizer Grant Program. APEX, Inc. is on the GSA Federal Supply Schedule (contract number GS-23F-9792H) Management Organization Business Improvement Services (MOBIS) and recognized as a Service Disabled Veteran Owned Small Business.

Project Summaries

MICROTECH TEAM MEMBER: APEX Inc.	
Contract Title: Business Operations Assessment and Organizational Redesign	
Contract Number	GS-23F-9792H
Client, Firm, or Government Agency	I Corp and Fort Lewis
Contract Type	MOBIS
Total Contract Dollar Value	\$150,000.00
Contract Award Date	June 2000
Period of Performance	June - Sept 2000
Customer Point of Contact/Title	Major General (Ret) Roger Brautigan,
Customer Telephone Number/Email Address	[REDACTED]
Customer Address	Commander Bldg 2027, Pendleton Ave. Ft Lewis, WA 98433-9500
<p>Scope: APEX, Inc. was asked to conduct an organization-wide assessment of the Fort Lewis Installation to look at ways to merge the I Corps and Fort Lewis Garrison Staffs to achieve economies of scale and efficiencies in Corps and Installation operations, and to provide recommendations for infrastructure and business operations improvement opportunities. Any organization structure specifically needs to satisfy minimum requirements with respect to both peacetime and mobilization activity levels. It must also provide clarity; economy; the direction of vision; individual understanding of his task and the task of the whole; decision making; stability and adaptability. Our work began immediately through the review of various organizational documents. This work was augmented by in-depth research into current organizational thinking among notable business leaders, as well as several key leaders and information sources within the Army community. During a two week time period, an extensive series of key personnel interviews were conducted on site at Fort Lewis. Analysis of the furnished documents, additional data obtained while on site, and the extensive interview information permitted the APEX Team to identify a wide range of alternative performance improvement strategies and to recommend specific organizational changes. These performance improvement strategies were also bumped up against current business thinking in order to test their validity. Tools included Performance Foundation™: a base line interactive assessment to understand the organization as a system, including definitions of Products and Services, Customers, Competitors, Value Creation Processes, Support Processes, Suppliers, and the Employee base, Organizational Assessment; Organizational Redesign: Organization design and structure require thinking, analysis, and a systematic approach. Consultation: Refining approaches to implementation of a two phased redesign deployment plan, management review of results, and chartering activities for continuous improvement.</p>	
<p>Contract's Relevance to VA Enhanced Use Leasing Program Support: APEX Inc's role on this contract is to provide a variety of program management support services including the development of program and project management processes and procedures, development, implementation and training in ISO 9000 procedures, development of service levels to track and improve delivery of services to Army customers, development of program financial planning processes and development of acquisition improvement processes.</p>	



MICROTECH TEAM MEMBER: APEX Inc.
Contract Title: Business Operations Assessment and Organizational Redesign
 Apex Inc. is currently working with several Army agencies in developing approaches to effective management of programs, projects, and the measurement and associated progress reporting. Apex Inc. is responsible for providing expertise and experience with both governmental and private sector best practices. Then using that expertise to create an effective operational approach to the organizations service delivery.

MICROTECH TEAM MEMBER: APEX Inc.
Contract Title: Business Operations Improvements

Contract Number	N00140-03-P-4434
Client, Firm, or Government Agency	Commander Naval Reserve
Contract Type	MOBIS
Total Contract Dollar Value	\$750,000.00 Approximate
Contract Award Date	Various
Period of Performance	1998 -2004
Customer Point of Contact/Title	Vice Admiral John B Totushek (Ret), Commander Naval Reserve Forces
Customer Telephone Number/Email Address	401 9th Street NW Suite 1050 Washington, District of Columbia 20004 main: [REDACTED] cell: [REDACTED] fax: [REDACTED]
Customer Address	Commander Naval Reserve Forces, 4400 Dauphine, New Orleans, LA.

Scope:
 APEX Inc provided consulting support to the Executive Steering Committee (ESC) in improving the leadership and management system for the Naval Reserve Force which allowed the Force to more effectively accomplish their mission. The focus allowed the ESC the opportunity to define and implement a series of programs that created effective alignment of the whole organization.
 These services provided include: Performance Foundation™ a base line interactive assessment to understand the organization as a system, including definitions of Products and Services, Customers, Competitors, Value Creation Processes, Support Processes, Suppliers, and the Employee base, Strategic Planning, Process mapping, Development of a measurement system for the ESC, Refining approaches for large group intervention, to enhance and manage problem solving efforts across a large organization, Consultation on refining membership on the ESC, evolving the agenda process and adding management review of results, and chartering activities for continuous improvement, Developing an organizational self-assessment, applying for the Louisiana Performance Excellence Award, managing the site visit process, briefing the ESC on the application feedback report and using the feedback as input for the next cycle of strategic planning.

Contract's Relevance to VA Enhanced Use Leasing Program Support:
 APEX Inc's role on this contract is to provide a variety of program management support services including the development of program and project management processes and procedures, development, implementation and training in ISO 9000 procedures, development of service levels to track and improve delivery of services to Army customers, development of program financial planning processes and development of acquisition improvement processes.
 Apex Inc. is currently working with several Army agencies in developing approaches to effective management of programs, projects, and the measurement and associated progress reporting. Apex Inc. is responsible for providing expertise and experience with both governmental and private sector best practices. Then using that expertise to create an effective operational approach to the organizations service delivery.

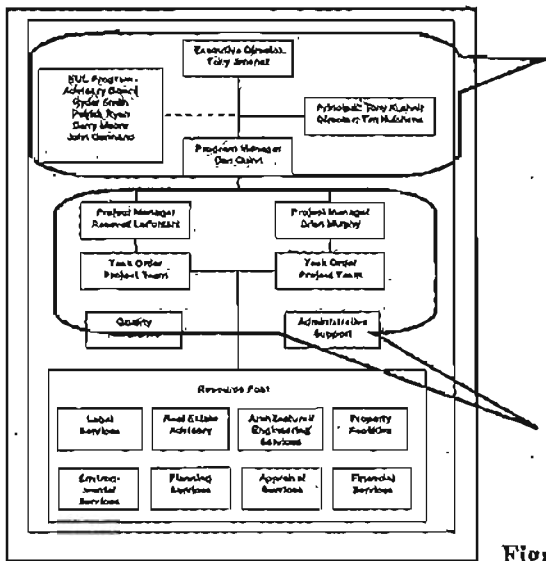
FACTOR 4: QUALITY ASSURANCE AND METRICS PLANS

Levels of Quality Assurance

MicroTech has three levels of quality assurance (QA) and associated measurements (corporate, program and project). Beginning with the Corporate Quality Philosophy, MicroTech has endorsed the concepts outlined in the two recognized quality standards, ISO 9000/2000 and the Malcolm Baldrige National Quality Award Criteria for Performance Excellence. The corporation has begun an organizational self-assessment using these two quality standards, thus identifying the critical issues for improved operational and performance excellence. Both standards provide an umbrella for measuring and managing the policy level intent, the program and process impact used in implementation of our corporate policies, and the related product, service, customer, partner, and organizational performance results.

While the criteria outlined above governs MicroTech's corporate-level quality intent and QA program. The next level of QA occurs at the contract level. Our Program management level QA Plan is owned by the Executive Director, Program Manager, EUL Program Board, Principal, and Director. Program-level QA plans detail the philosophy, practices, procedures, measures, and results associated with overall contract performance.

The next layer of the QA Plan is associated with a specific VA EUL Task Order, the Project Manager, and the Project Team. For each VA EUL Task Order awarded to the MicroTech Team, we will create a project specific quality assurance plan.



Program Level Quality Assurance Plans

MicroTech's QA Plan is based on the EUL Program's goals:

- Making maximum use of existing unused or underused VA facilities in exchange for funding, facilities, or other required services to obtain needed facilities or services.
- Assuring proper planning and coordination of all individual EUL Task Orders.

Project Level Quality Assurance Plans

- Project Initiation
- Planning Processes
- Executing Processes
- Project Closeout

Figure 5: Corporate Organizational Chart

Quality Assurance Process

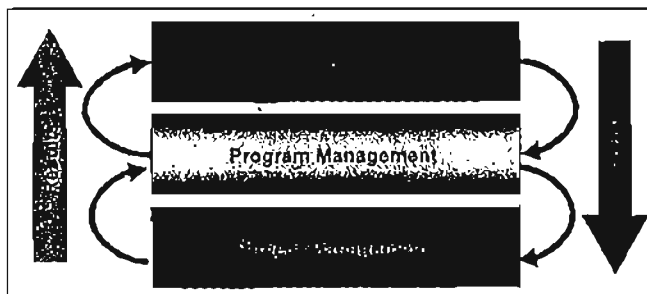


Figure 6: Quality Assurance Levels

MicroTech has three distinct yet interrelated levels of quality assurance processes. These processes are woven into the fabric of the business. At the corporate level the QA process begins with establishment of the Corporate Business Philosophy which is translated into associated operating policies and procedures. The policies are implemented through operating procedures, measurement, and results reporting. All of these activities are identified, quantified, assessed, and evaluated during the strategic planning process. The resulting assessment yields three essential types of corporate level measures.

Table 12: Corporate Level Measures

Corporate Measures		
Focus of Measures	Purpose of Measures	Source of Measures
Strategy	Describes the effectiveness of corporate intent	<ul style="list-style-type: none"> • Baldrige and ISO Assessments • Benchmarks
Processes	Process assessment for both production and support processes	<ul style="list-style-type: none"> • Process Assessment • Benchmarks
Outcome	Assessment of customer and stakeholder perceptions of products, services and relationships	<ul style="list-style-type: none"> • Survey and Comparisons • Benchmarks

At the program level the MicroTech Team will determine if the cumulative impact of the projects, project management, and team leadership contribute to the objectives outlined in the proposal. As we assess progress across the execution of this contract we will determine if as a Team we have assisted the VA in accomplishing the VA's mission goals through reducing costs, generating revenues, and/or obtaining resources.

The third tier of quality assurance while standard in approach will reflect the discrete nature of each VA EUL Task Order. Our approach is based on The Project Management Institute's (PMI) nationally recognized approach for project management. PMI identifies the best practices approaches for project management that encompasses all methodologies, deliverables, and tasks. The Quality Assurance Plan (QAP) is composed from the following PMI identified elements as based on the task order:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communication Management
- Project Risk Management
- Project Procurement Management

Each element has a series of supporting processes that must be assessed to ensure the integrity, quality, and acceptance of each of our products. Along with the defined project management approach are tools for measuring progress and success for each task order. Examples of our approaches are outlined in the Subfactor 3: State-of-the-Art Methodologies and Systems Section on Page 22.

Achieving Process Management and Continuous Process Improvement

The MicroTech Team employs a Process Management Initiative enabling the improvement team to document, standardize, and optimize business processes. Our process methodology, our business modeling tool, and our process improvement methodology are the key pieces of process management. The Process Management Initiative is also managed as a project and carried out in a phased approach.

Intervention for improvement of our products and services may occur at several points in the process including a missed schedule, cost estimate, or quality attribute of final product acceptance. In addition to interventions the MicroTech Team captures and analyzes lessons learned for improvement opportunities. We actively use a process improvement methodology which can be broken down into:

- Process Discovery and Documentation
- Process Analysis
- Process Redesign/Optimization
- Process Implementation and Continuous Process Improvement

Phase I – Process Discovery and Documentation

This phase involves identifying key processes within a business area, defining process boundaries, understanding roles and responsibilities of process performers and managers, identifying existing process goals and metrics, and documenting current “as-is” processes. These processes are then ranked and prioritized for documentation.

Phase II – Process Analysis

During the Process Discovery and Documentation activities, some analysis and identification of “potential improvement areas” occurs. In this phase, a detailed analysis of the “as-is” process and/or processes is performed to isolate operational and organizational issues, and identify risks and opportunities.

Phase III – Process Redesign/Optimization

Upon completion of the Process Analysis phase, all process redesign, and improvement recommendations need to be evaluated to determine how the process will be changed. A new “to-be” process is then modeled with the approved recommendations. A gap analysis is conducted to determine what issues remain prior to implementation of the new process. Deliverables for this phase are a redesigned and documented process to include an action plan for resolving issues prior to implementation. The newly designed and optimized process will be the pivotal starting point for potential information technology or policy change solutions which may automate or further optimize the process performance.

Phase IV – Process Implementation and Continuous Process Improvement

Effective implementation and continuous process improvement are important factors that will impact the overall success of the MicroTech Process effort. Analysis of the business case and feasibility of the recommended “to-be” processes must be conducted. Appropriate changes must be selected and an implementation plan formulated. Business process changes must be integrated with processes owned by other organizations. Supporting Information Technology solutions must be identified and implemented. Stakeholders must be trained and supported.

In effective organizations, processes are constantly evaluated and improved. The ultimate goal of business process optimization is to better serve stakeholders, which in the case of MicroTech, establishing a process framework and the effort involved in modeling processes will allow better deliver of services. The advantage of documenting processes using an automated process-modeling tool is that the knowledge is retained in a single data repository. Traditional methods of using diagrams rendered using graphic drawing tools and maintained in “paper databases” that reside in dusty three ring binders require an inordinate amount of time and effort to keep up-to-date and synchronized with process change.

By establishing a process framework and modeling its processes, the MicroTech Team will be able to improve the services provided to VA. The processes serve as foundational knowledge for enhanced policies and procedures. The process architecture forms a communication baseline to facilitate objective measurement and continuous process improvement.

Measuring EUL Program Continuous Quality Improvement

Developing meaningful metrics requires a systematic approach that not only satisfies the MicroTech Team but ultimately reflects the success of the efforts to the VA. The following approach outlines the logic in creating measures.

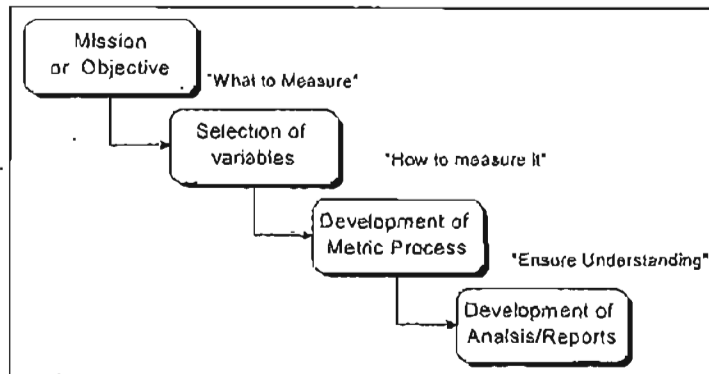


Figure 7: Measure Creation Logic

With the general methodology designed, the measures at the project level will fall into the categories outlined below.

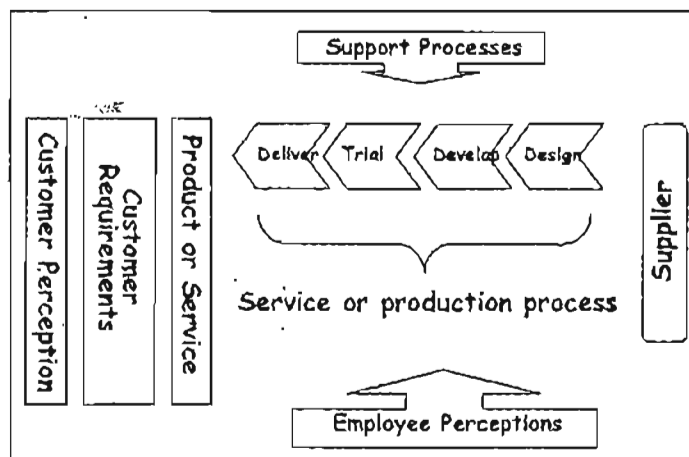


Figure 8: Organizational Measurement System Framework

Each metric must be well defined, represent a measurable quantity, and serve to further the goals and objectives of VA's EUL Program.

While the precise metrics cannot be established until the first task order is issued, MicroTech believes that the actual metrics to measure the quality of our performance under this contract will be similar to the examples shown below. The Project Level (Task Orders) measures depicted below also fulfill the ordering CO's requirement upon completion of a Task Order to document a performance review of the contracted services. The CO's five required measures are identified and highlighted (italicized) within the Project Metrics table shown below.



Table 13: Examples of Possible VA EUL Metrics

Examples of Possible VA EUL Metrics				
	Metric	Definition	Method for Measurement	Evaluation -
Corporate Level	Strategy	Describes the effectiveness of the corporate intent.	Baldrige and ISO assessments, Benchmarks	Self Assessment, Award Program Feedback
	Process	Process assessment for both production and support processes.	Process Assessment Benchmarks	Process Management Evaluation Process
	Outcome	Assessment of Customer and Stakeholder perceptions of products, services, and relationships.	Survey and Comparisons Benchmarks	Third Party Survey Results

Table 14: Examples of Possible VA EUL Metrics

Examples of Possible VA EUL Metrics				
	Metric	Definition	Method for Measurement	Evaluation - Incentives/Penalties
Program Metrics	Program Success	Making maximum use of existing unused or underused VA facilities in exchange for funding, facilities, or other required services to obtain needed facilities or services.	<ul style="list-style-type: none"> Amount of unused space utilized Cost Reduction Revenues Generated Resources Generated 	Upon completion of each task order, MicroTech and VA agree on outcomes.
	Program Mgt.	Assuring proper planning and coordination of all individual EUL Task Orders.	Cost incurred to generate improvements listed above.	After agreement on the benefits of each task order, the ratio of cost of the task order vs. the value of solution is established.
Project Metrics (Task Orders)	Schedule	Amount of variance from proposed schedule (<i>CO Task Order performance review measure #2 Timeliness</i>).	Proposed Time vs. Actual.	Review of + or - variance identified by cause.
	Cost	Amount of variance from proposed cost (<i>CO Task Order performance review measure #5 Cost</i>).	Proposed Cost vs. Actual.	Review of + or - variance identified by cause.
	Product Quality	Ability to use the product at each level of progress to move to the next level in the process (<i>CO Task Order performance review measure #1 Quality of Work</i>).	Evaluation based on criteria established in Task order.	<p>Amount of rework necessary to complete or change product.</p> <p>Amount of work necessary due to recast requirements.</p>



Examples of Possible VA EUL Metrics			
Metric	Definition	Method for Measurement	Evaluation - Incentives/Penalties
Relationship	VA's CO, COR, and other pre-identified individuals level of satisfaction with the working relationship with the team <i>(CO Task Order performance review measure #3 Staff Qualifications).</i>	Third Party Evaluations.	Results vs. Benchmark Data.
Satisfaction	The level of satisfaction of all stakeholders involved in the task order <i>(CO Task Order performance review measure #1 Quality of Work & #1 Management Professionalism).</i>	Third Party Evaluations.	Results vs. Benchmark Data.

In response to VA's endeavor to reward exceptional performance or penalize less than satisfactory performance, MicroTech offers a multi-level (Program and Project) approach linked to the performance measures of the VA and task orders. Realizing that Project metrics (Task Order) cannot be established until the first task order is issued, the below chart (Performance Incentives and De-Incentives) depicts a multi-level approach and provides appropriate incentives/de-incentives for consideration. This multi-level approach requires not only a vendor focus on the Task Orders (Projects) but also the management and success of the overall Program with VA. It thus rewards or penalizes the vendor at both levels for their performance.

Table 15: Performance Incentives and De-Incentives

Performance Incentives – De-incentives				
	Metric	Evaluation	Method for Measurement	Incentives – De-incentives
Program Metrics	Program Success	Upon completion of each phase of the contract, MicroTech and VA agree on impact to goals.	<ul style="list-style-type: none"> Amount of unused space utilized Cost Reduction Revenues Generated Resources Generated 	Determine the net value created for the program and provide or penalize 1% for each 10 % change in overall impact. Evaluated at renewal option years.
	Program Mgt.	After agreement on the benefits of each task order, the ratio of cost of the task order vs. the value of solution is established.	Cost incurred to generate improvements listed above.	
Project Metrics	Schedule	Review of + or – variance identified by cause.	Proposed Time vs. Actual.	1% of the task order value as incentive/de-incentive for each 2% variance from original schedule. Contract Modification by VA to re-scope the task order resets the due date. All other changes void this option.

Performance Incentives – De-incentives			
Metric	Evaluation	Method for Measurement	Incentives – De-incentives
Cost	Review of + or – variance identified by cause.	Proposed Cost vs. Actual.	1% of the task order value as incentive/de-incentive for each 2% variance from original cost. Contract modification by VA to re-scope the task order resets the cost. All other changes void this option.
Product Quality	Amount of rework necessary to complete or change product. Amount of work necessary due to recast requirements.	Evaluation based on criteria established in Task order. Criteria establish numerical levels for good, excellent and word class performance.	1% of the task order value as incentive for each 2% of evaluation over the excellent level. 1% of the task order value as de-incentive for each 2% of evaluation under the good level.
Relationship	Results vs. Benchmark Data.	Third Party Evaluations. Third party establishes benchmark levels for good, excellent and word class performance.	1% of the task order value as incentive for each 2% of evaluation over the excellent level. 1% of the task order value as de-incentive for each 2% of evaluation under the good level.
Satisfaction	Results vs. Benchmark Data.	Third Party Evaluations. Third party establishes benchmark levels for good, excellent and word class performance.	1% of the task order value as incentive for each 2% of evaluation over the excellent level. 1% of the task order value as de-incentive for each 2% of evaluation under the good level.

EUL Program Communication Plan

A comprehensive communications plan, defines the audience, the appropriate communication channels for the audience, the frequency of communication with that audience, and the messages for that audience. All of this defines the minimum level of communication necessary for a successful relationship. The MicroTech Team believes that clear and open communication with the stakeholders is critical to the quality of VA’s EUL Program, and thus to its success. The communication plan will be designed to involve all of the program stakeholders and achieve maximum awareness of program status and accomplishments. The key elements of any communication plan are shown in Figure 9.

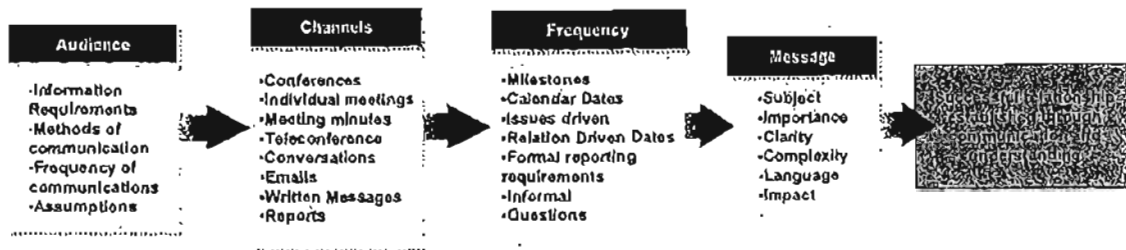


Figure 9: VA EUL Communication Plan.

Stakeholders will support the Program if they feel heard and understood.



The MicroTech Team will construct a three part communication plan as depicted below, incorporating the plan requirements into each of the three levels of responsibility for this contract award, Prime Contractor (Corporate) level, Program Level and Project level. A complete version of the plan will be built and rationalized with each audience as part of both Program Management and Project Management responsibilities.

The following tables are a notional design for the plan constructs. The plan outline demonstrates the agreed upon framework for establishing communication channels, identifying responsibility for communication, and ultimately measuring success in maintenance of that relationship as identified in the Measurement Plan.

Table 16: Corporate Level Communication Plan Examples

Example of Communication Plan (Corporate Level)				
Level	Audience	Channel	Messages	Frequency
Corporate	KO	Report	Program Status	Milestones
		Written Messages	Program Status	Milestones
		Conferences	Program Status	Milestones
		Teleconferences	Program Status	Milestones
	COR			
	Partners			
	Stakeholder			

Table 17: Program Level Communication Plan Examples

Example of Communication Plan (Program Level)				
Level	Audience	Channel	Messages	Frequency
Program	KO			
	COR			
	Task Order Contract People			
	Partners			
	Stakeholder			
	Company			

Table 18: Project Level Communication Plan Examples

Example of Communication Plan (Project Level)				
Level	Audience	Channel	Messages	Frequency
Project	KO			
	COR			
	Task Order Contract People			
	Local VA Management			
	Partners			
	Stakeholder			
	Program managers			
	Local Constituencies			