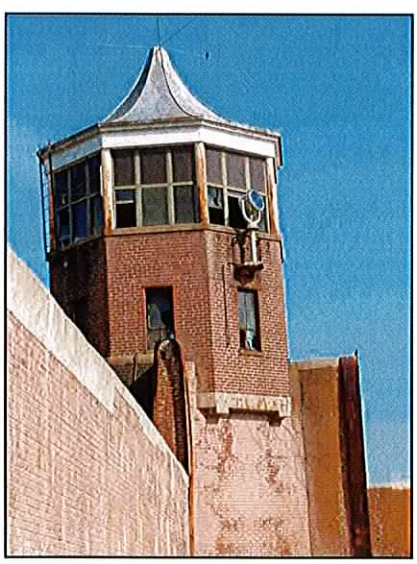
Alexander

Company



Master Developer Proposal
Former Lorton Prison: Parts A-F

Presented to Fairfax County, Virginia
October 4, 2007

RFP08-943415-40

TABLE OF CONTENTS

Part A: Background and Firm Qualifications

Part B: Project Strategy

Part C: Project Experience, References, & Unique Capabilities

Part D: Resumes of Key Staff

Part E: Unique Capabilities (Included with Part C)

Part A: Background and Firm/Team Qualifications

Alexander Company

COMPANY PROFILE

Historic Preservation and Rehabilitation

The Alexander Company's expertise in historic preservation and rehabilitation projects can be seen by the variety and sheer number of buildings the Company has rehabilitated throughout the United States. A passion for the rehabilitation of historic buildings that once helped define communities, states, and a nation drive us through each project. It is our mission to preserve the memories of yesterday through the structures that were meaningful to that period and are still relevant today. It is not simply sandblasting away years of soot and grime; it is meticulously rebuilding and restoring a building to its original glory, brick by brick and detail by detail if necessary; it is about the reincarnation of an important part of our history that has been ignored, neglected, or both. It is about doing whatever it takes.

"Our designs are specifically suited for each project with the aim of reflecting the original architecture to the furthest extent possible while providing modern amenities and distinctive spaces. "

The staff of The Alexander Company has seen a multitude of buildings in a multitude of states of dilapidation - our staff's ability to foresee problems during the construction document design process as well as during construction itself keeps hidden costs to a minimum. We have rehabilitated everything from a Romanesque revival mansion to a massive cold storage facility, converting the former into an 11 room boutique hotel and the latter into 248 stylish loft apartment homes. Our designs are specifically suited for each project with the aim of reflecting the original architecture to the furthest extent possible while providing modern amenities and distinctive spaces.

A key component in successfully rehabilitating buildings in an advanced state of dilapidation is a clear understanding of the financial adversities inherent in rehabilitation. The state of decay and contamination in some projects require extra attention and therefore funds that would not normally be necessary. The Alexander Company's extensive experience with financing tools such as Federal and State Historic Tax Credit Programs, New Market Tax Credits, Low Income Housing Tax Credits, Tax Incremental Financing (TIF), and Community Development Block Grants (CDBG) allow us to finance and thus undertake challenges normally seen as too difficult. The Company has also received an earmark from Save America's Treasures (administered by the National Park Service) and recently received a Restore America Grant from the National Trust for Historic Preservation and HGTV.

Due to our expertise in securing financing tools, we are able to bring buildings that are slated for destruction from the brink of extinction to the forefront of resurgent neighborhoods and downtowns. For over two-and-a-half decades, we have honed our skills to ensure the survival of urban landmarks in a way that pays homage to their past while looking ahead to the future.

Laurel Hill Redevelopment

Three aspects of The Alexander Company's experience are particularly relevant to the redevelopment of the former Lorton Prison:

- The Company's experience renovating properties on the National Registry in accordance with the Secretary of the Interior standards;
- The Company's experience redeveloping properties sold by the GSA as excess property to cities and counties; and
- The Company's experience with public/private partnerships.

Experience with Significant Historic Structures

The Alexander Company has renovated over 150 buildings in accordance with the Secretary of the Interior standards for the renovation of historic structures and has successfully utilized federal historic tax credits on numerous occasions. The Company's experience gives it an extensive knowledge of:

- The financing tools available to make historic developments feasible;
- The construction means and methods required to successfully develop buildings in a manner that they are feasible to build and affordable to operate;
- The design skills necessary to turn obsolete buildings into structures that can attract new commercial tenants and residents; and the
- Methods to minimize the unforeseen conditions that add cost and time to the redevelopment.

Every member of the staff at the Alexander Company, whether part of the development team, the design/construction team, or the management team, is intimately familiar with the nuances of historic buildings as they relate to his/her particular work function. Our staff's experience when applied to the Lorton Prison will enable us to develop a master plan that is feasible, efficient and that maximizes the adaptive reuse of the historic structures.

The selected project list, which is included in this application, provides a few examples of the historic structures that the Alexander Company has renovated. The list includes train stations, high schools, a cold storage facility, turn of the century office buildings and hotels, a girls finishing school, and a mill, all that have been successfully been adapted into a new use by The Alexander Company.

Government Services Administration Disposition

The Alexander Company also has a successful track record working with cities and counties in the process of purchasing excess land through the GSA's disposition process. Like many of the skills required to successfully redevelop a large-scale historic property, working with the GSA disposition process is not a skill that typical developers have. The Alexander Company can offer Fairfax County experience with this process. Recent Alexander Company projects involving the GSA excess land disposition process include National Park Seminary in Silver Spring, Maryland and a former Federal Courthouse in Kansas City, Missouri. In both cases, The Alexander Company worked on a development plan that was compliant with the guidelines set forth in a memorandum of agreement by and between the municipality and the federal government.

Public-Private Joint Ventures

Finally, the Alexander Company has extensive experience with public-private partnerships. In almost all cases, the Company works on developments with a municipality that has an interest in getting a blighted site redeveloped. Our long history with governmental partners helps us to

understand the process of gathering information from multiple constituents, processing the needs and goals of the community, and creating a feasible redevelopment plan that addresses the goals of the community.

Two recent developments provide specific examples of our skill in public-private joint ventures. In Montgomery County, Maryland the Company responded to a Request for Proposals from the County Executive's office for the redevelopment a 32-acres site in Silver Spring, Maryland. National Park Seminary is a historic site with more than 300,000 square feet of historic structure. It is listed on the National Registry and was being transferred from the federal government to Montgomery County under a memorandum of understanding. During the RFP process, a series of "interviews" and listening sessions with neighborhood constituents and local preservation groups were held and a list of public benefits that the County wanted addressed were identified. Ultimately, the Alexander Company was selected with the endorsement of citizens and the selection panel put together by the County Executive.

After The Alexander Company was selected, the Company and the County worked together on a master development plan. The plan that was created meets the County's desire to maximize the reuse of historic structures, to create affordable housing, to construct a new facility for transitional housing, and to allow for public access to the site. The master plan also meets the developer's need for a financially feasible development. Additional detail about National Park Seminary is set forth in the project experience section of this proposal.

Another example of The Alexander Company's successful involvement in a public-private partnership is the redevelopment of Central Station in Memphis, TN. The Alexander Company responded to a Request for Proposal from the Memphis Area Transportation Authority ("MATA"). MATA controlled a historically significant train station that was listed on the National Registry but had fallen into a state of disrepair. The Central Station development is profiled in more detail later in this proposal, but represents a true public private joint venture, where The Alexander Company and Mata became co general partners, used public ISTEA funding, and private debt and equity to redevelop the building for both transportation and housing uses.

Additional Resources
Through our work nationally and in the metro DC area, we have relationships with a number of professionals and organizations that will be useful during the master planning process. They include, but are not limited to:

Company: VIKA
Specialty: Civil Engineering
Contact: Robert Cochran

Organization: National Trust for Historic Preservation
Contact: John Leith-Tetrault

Organization: National Park Service
Contact: Sharon Park

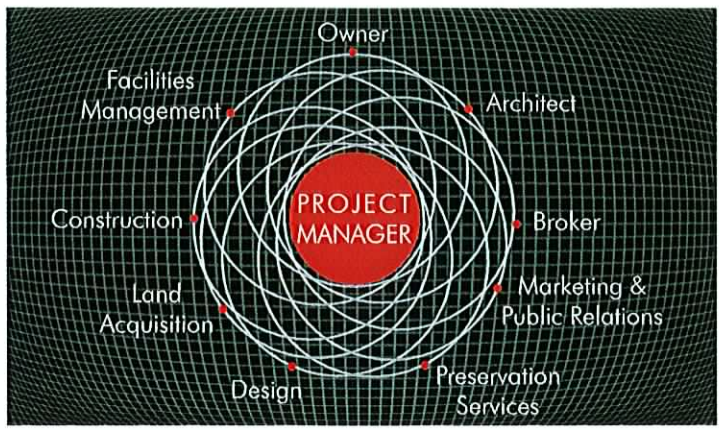
Company: EYA
Specialty: Local Infill Developer
Contact: Robert Youngentaub

Company: Walsh, Colucci, Lubeley, Emrich & Walsh
Specialty: Land Use Law
Contact: Art Walsh

APPROACH TO SERVICES

Integrated Program Management

The Alexander Team is separated from other firms by our determination to take on challenges few other real estate professionals are willing to accept and by our ability to apply creative solutions throughout the development process. We have fostered this philosophy by developing a project delivery system called Integrated Program Management (IPM).



IPM

IPM is a team approach with a single point of responsibility. The team is led through the development process by a highly experienced Project Manager - the best in the business. Because all of the above practices are performed in-house, IPM increases accountability, responsibility, and communication. The outcome is optimized in terms of time and quality.

The collective talents of many disciplines are necessary to successfully complete a project. The Project Manager assembles a multi-disciplined team with the right set of skills and qualifications for each specific project. We coordinate the team so that the members are encouraged to create the best possible development, design, construction, and marketing solutions. The extraction of the best solutions is made possible by having a Project Manager that:

- Understands the needs of the owner
- Understands the strengths of the team members
- Is at the center of the design and construction process
- Possesses the necessary skills and expertise
- Has time proven design, construction, and management abilities

"Integrated Program Management takes the complex process of financing, designing, building, and managing a real estate asset and simplifies it."

In every stage of the development process, the Project Manager is committed to leading the team to the best possible decisions and actions. Our approach to a development remains the same whether we are developing for ourselves or others. Complete satisfaction is the goal.

Integrated Program Management takes the complex process of financing, designing, building, and managing a real estate asset and makes it simple. By placing The Alexander Team at the center of the development process, you will have the benefit of its experience as an owner, designer, contractor, and manager. Our team represents a single source of responsibility and accountability, efficiently balancing the time, cost, and quality demands of the project.

SELECTED AWARDS

The Alexander Company

• National Trust for Historic Preservation Honor Award	Innovative Use of Public and Private Partnerships in Rehabilitating Historic Buildings
• The Paul Gruenberg Award	Best Reuse of an Existing Building
• Excellence in Historic Preservation Award	Wisconsin Association of Historic Preservation Commissions (5-time Winner)
• WHEDA "Welcome Home Wisconsin" Award	In Recognition of Commitment to Provide for the Needs of the Citizens of the State of Wisconsin (2-time Winner)
• Historic Preservation Achievement Award	State Historical Society of Wisconsin (3-time Winner)
• Historic Preservation Achievement Award	Superior Achievement in Rehabilitation
• Historic Preservation Achievement Award	Lifetime Member of Historic Preservation Society
• Circle of Excellence Spirit of Toledo Award	Excellence in Inner City Redevelopment
• Golden Key Award	Key Activity in the Economic Growth of Racine
• Investment in the Community Award	South Bend, Indiana
• City-County Preservation Award	Madison Landmarks Commission (5-time Winner)
• Vitality of Downtown Award	Downtown Madison Incorporated (8-time Winner)
• Capital Community Orchid Award	Achievement That Improved the Environment (2-time Winner)
• Award Certificate of Merit	"Outstanding Preservationist"
• ETC.	

SELECTED PROJECTS

The Alexander Company

PROJECT	COST

Downtown Middleton Master Development - Middleton, WI **$33 Million**
A former abandoned power plant, milk condensing plant, and car dealership site, the area was transformed into a mix of 51 apartments, 19 loft-style condominiums, a 90-room extended stay hotel, and 75,000 square feet of class "A" office and retail space. Utilizing both new construction and historic preservation, the project energized a once vacant area in the heart of downtown Middleton.

Novation Campus Master Development - Madison, WI **$120 Million**
A brownfield site and one of the last parcels of land left adjacent to major highway interchange in Madison, the Novation Campus site encompasses 62-acres and is planned to house over 1,000,000 square feet of commercial, office and retail space.

Historic Crescent District Master Development - Davenport, IA **$42 Million**
A four-phase project in Davenport, Iowa, the Historic Crescent District will supply the city's resurgent downtown with distinctive housing and retail space. A mix of rental and condominium homes will make up the residential portion of the development.

Capitol West Master Development - Madison, WI **$110 Million**
An ambitious undertaking two blocks from the Capitol square in Madison, Capitol West will bring approximately 300 unique and architecturally significant condominiums to the city's downtown, along with 105,000 square feet of class "A" office space, 18,000 square feet of retail and a 150 room Hyatt Place Hotel.

National Park Seminary - Silver Spring, MD **$100 Million**
One of the most unique historic sites in the country, National Park Seminary has sat mostly vacant for nearly three decades. The restoration will include the conversion of the existing buildings into 66 apartment homes, 89 condominium units, and 13 single family homes. Additionally, 90 new townhomes will be constructed, and the historic grounds will be restored.

Professional Block Master Development - Kansas City, MO **$100 Million**
Encompassing two city blocks in Kansas City's Central Business District, the Professional Block Master Development will involve the rehabilitation of the Professional Building into 132 apartment homes and 11,000 square feet of retail space. Future phases will include the new construction of condominiums.

Riverside Place Condominiums - Green Bay, WI **$13.3 Million**
This project involved the construction of two buildings in the heart of Green Bay, Wisconsin, along the shores of the Fox River, providing the city's downtown with 131 condominium homes and 16,000 square feet of retail space.

Louis Joliet Apartments - Joliet, IL **$7.8 Million**
Rehabilitation of the Louis Joliet building involved the creation of 61 apartment homes and 2,000 square feet of retail space, taking an important step in the revitalization the city's downtown.

Wisconsin Department of Revenue - Madison, WI **$30 Million**
New construction of a 240,000 square foot facility to house the State of Wisconsin's Department of Revenue.

SELECTED PROJECTS

The Alexander Company

PROJECT	COST

National Terminal - Cleveland, OH **$27.5 Million**
Originally a massive cold storage warehouse, National Terminal was rehabilitated into 248 apartment homes and 9,000 square feet of retail space.

Mansion Hill Inn - Madison, WI **$2.2 Million**
Rehabilitation and conversion of a Romanesque revival era mansion into an 11 room boutique hotel.

Marketplace Master Development - Madison, WI **$10.2 Million**
A three-part development involving the new construction of the Dayton Row Townhomes as well as the historic preservation of the City Market and Das Kronenberg, creating 64 apartments and 17 townhomes in downtown Madison.

Rail Corridor Master Development - Madison, WI **$34.7 Million**
A six-part master development on 13 acres in the heart of downtown Madison that involved the cleanup of a contaminated rail and scrap yard, the historic preservation of Madison's depot as well as a warehouse and the new construction of a four building office park, the Rail Corridor Master Development brought commerce and new revenue to a blighted area within sight of the State Capitol.

Fox River Mills - Appleton, WI **$15.5 Million**
The Fox River Mills project involved the rehabilitation of an existing historic paper mill encompassing three city blocks into 188 apartment homes and commercial spaces.

DePere Master Development - DePere, WI **$11.5 Million**
Located on the scenic Fox River, the DePere Master Development converted an abandoned foundry into 69 loft apartments and built a 37 room luxury hotel from the remains of an old mill. Additionally, a "white dump" (refrigerators, ranges, etc.) was cleaned up, allowing 13 new riverfront homes to be built.

Electric Building - Fort Worth, TX **$10.5 Million**
This project involved the rehabilitation of an existing historic 18-story office building into 106 apartment homes and 8,000 square feet of retail space. Also featured is a 50 stall parking garage and rooftop garden.

Historic Hillcrest Apartments - Toledo, OH **$12.3 Million**
Rehabilitation of the Hillcrest Hotel in Toledo signaled a call for urban revitalization in the city of Toledo and resulted in the addition of 106 apartments and 8,500 square feet of retail space to the city's downtown.

Central Station - Memphis, TN **$18.7 Million**
Renovation of a 170,000 square foot landmark railway station and adjoining buildings into 63 apartments and 35,000 square feet of commercial space including a passenger train station, police station, transit authority office, and retail uses. On the National Register of Historic Places.

SELECTED PROJECTS

The Alexander Company

PROJECT	COST
Macy's Department Store - Toledo, OH	**$13 Million**

This rehabilitation of an old department store resulted in the creation of 131 apartments homes and retail space.

City Hall Square Master Development - Milwaukee, WI	**$10 Million**

This master development on the Milwaukee River was a major component in the city's riverfront revival, bringing 136 apartment homes and 32,000 square feet of prime retail space through the rehabilitation of several historic storefronts and structures.

Arcade Apartments - Racine, WI	**$8.3 Million**

Upon the undertaking of rehabilitating Racine's Main Street, original terracotta details were found under 1970's style concrete coverings. The result was an aesthetically dramatic change, while the project added 75 apartment homes and 13,000 square feet of retail space to the formerly disparaged street.

Part B: Project Strategy

Alexander Company

Project Strategy

The Alexander Company's strategy for completing the Master Development Plan will draw on the company's 25 years of experience managing complex adaptive reuse projects. The master planning process will focus on gaining an understanding of the history of the site, the market in Fairfax County, the needs of the Fairfax County government, and the vision and concerns of key stakeholders. Three series of stakeholder meetings will be held including one to gather input, one to present a draft plan, and one to present a revised and final plan. Staff at the Alexander Company will update Fairfax County staff no less than once every two weeks and will be available to discuss issues as they arise. It is our hope that the result of this process will be a development agreement between Fairfax County and the Alexander Company that is based on an agreed upon, and feasible, plan with buy in from other stakeholders. The following is a summary of the key steps The Alexander Company will take during the development of the plan.

1. **Project Start-Up Meeting:** An initial meeting will be set to discuss the project scope, schedule, and deliverables. Any necessary changes to the submitted master developer proposal will be considered at this meeting.

2. Information Gathering (Completed 90 Days from Start Date)

    a. **Identification of stakeholders:** The Alexander Company will work with Fairfax County staff to understand the key stakeholders and their thoughts and concerns regarding the site.

    b. **Identification of Goals:** The Alexander Company will work closely with Fairfax County staff to identify the goals and objectives for the project. Subsequent work will be geared toward accomplishing these goals and objectives and building consensus among the key stakeholders. Based on previously published documents it is clear that the following items are critical project goals:

        - Preserve the essential historic core of the Workhouse and Reformatory/Penitentiary sites
        - Minimize the present and future financial burden on the taxpayers
        - Promote socially positive and acceptable reuses that compliment other development on site and in the surrounding community
        - Provide flexibility and transparency in the actual development process going forward
        - Permit adaptive reuse of Laurel Hill into something of far-reaching significance and consequence – both exciting and uplifting

    c. **Stakeholder Meetings:** During the information gathering stage, a series of stakeholder meetings will be held to help the staff at the Alexander Company gain a better understanding of the dynamics of the site. Furthermore, staff will review all documentation from previous stakeholder meetings.

d. **Planning & Zoning Review:** Staff at the Alexander Company will conduct a thorough examination of all relevant planning documents related to the subject property.

e. **Building Analysis:** The Alexander Company will utilize the existing building documentation and conduct its own property survey to determine the physically feasible uses for the existing structures.

f. **Infrastructure Analysis:** The Alexander Company will utilize the existing documentation and conduct its own research to analyze the costs associated with infrastructure development including utilities and storm water management.

g. **Market Analysis:** The Alexander Company will complete a comprehensive market analysis of the Lorton area. The research will include an in-depth analysis of commercial, retail, and residential market fundamentals. It will also examine the market for educational facilities. The research will be used as a guide for determining the financially feasible uses for the property.

h. **Identification of Design Constraints:** The Alexander Company will work with the State Historic Preservation Office to determine the design modifications to the buildings that will be accepted if Historic Tax Credits are utilized. Design constraints imposed by building codes, zoning, and other municipal approvals will be addressed in the planning and zoning review.

i. **Research Available Subsidies:** The Alexander Company will research all available subsidies for this site including, but not limited to, federal appropriations, federal and state historic tax credits, and housing subsidy.

Deliverable: Summary report and PowerPoint presentation outlining the results of the information gathering process.

2) Financial Feasibility Analysis (Completed 120 Days from Start Date)

Based on the physical characteristics and site capacity, construction costs, permissible uses, and market fundamentals as determined by the market study, the financially feasible uses for the site will be determined. The analysis will draw on the Alexander Company's constant contact with construction and finance professionals to ensure that these estimates are grounded in reality.

Deliverable: Detailed financial analysis that includes a sources and uses of funds, development budget, operational budget, and amortization schedule.

3) Draft Plan (Completed 120 Days from Start Date)
The Alexander Company will create a draft redevelopment plan that is based on the input received by the County and other stakeholders as well as the results of the financial feasibility analysis, the market study, and the physical and legal constraints of the site. The plan will include a recommendation regarding proposed uses. It will also outline a strategy for implementation. At completion, the plan will be presented for discussion to County staff. If the County approves of the plan in concept, The Alexander Company will begin soliciting input from other stakeholders.

> **Deliverable:** Laurel Hill Development Plan: document will include a development plan with text describing the project vision, site plan, and additional drawings/schematic plans as appropriate. A financial plan and operational plan will also be included.

4) Stakeholder Meetings (Completed 150 Days from Start Date)
The Alexander Company will hold a series of community and stakeholder meetings to share the draft development plan and gather feedback.

5) Plan Amendments – Consensus Building (Completed 150 Days from Start Date)
Input from stakeholder meetings will be solicited and incorporated into the plan. In a final series of stakeholder meetings, The Alexander Company will strive to build consensus by helping participants understand all of the considerations that need to go into a real estate development of this nature.

6) Development Agreement with Fairfax County (Completed 210 Days from Start)
The goal of this process is to have a development agreement in place between The Alexander Company and Fairfax County within seven months of beginning the process.

Part C: Project Experience, References & Unique Capabilities

Alexander Company

Project Experience

In order to demonstrate The Alexander Company's project experience and references, three projects have been chosen: National Park Seminary in Silver Spring, MD, Central Station in Memphis, TN, and the DePere Master Development in DePere, WI. Each of these projects represents a successful effort by The Alexander Company to serve as the master developer on a complex project that includes a mixture of historic renovation and new construction. In each case, The Alexander Company walked away with lasting relationships that stand as a testament to the firm's ability to deliver quality development projects. The following pages offer a brief snapshot of each of these developments.

Japanese Pagoda at National Park Seminary in Silver Spring, MD

National Park Seminary

National Park Seminary (NPS) is an Alexander Company development that is currently under construction in Silver Spring, Maryland. The project is similar to the Laurel Hill project in that it is a historic campus in the D.C. area that was federally owned with multiple stakeholder interests.

The Alexander Company became the developer of NPS after a highly competitive RFP process much like the Laurel Hill RFP process. The Company was selected based on its exceptional track record of restoring historic buildings and its experience acting as the master developer on complex adaptive reuse projects. Since being awarded the project, The Alexander Company has worked with the County, Army, GSA, State of Maryland, neighborhood groups, preservation community, lenders, investors, and a variety of public agencies to create a redevelopment master plan that successfully addresses the interests of those stakeholder groups. The enclosed reference letters from those involved in the NPS project attest to the Company's unparalleled ability to successfully manage a project like Laurel Hill while exceeding the expectations of stakeholders.

Developing the Historic National Park Seminary campus required a public-private partnership. While the property had originally been constructed in 1887 as an Inn, it was later expanded and converted into a girl's finishing school. In 1943, the federal government acquired the Property under the War Powers Act for use as an Army rehabilitation hospital. After being used as a hospital through the end of the Vietnam War, and later as research facilities and office space, the Army boarded up the historic buildings. They sat dormant and neglected for years. When the Alexander Company was selected as the developer of the property, the County and the GSA were preparing for the transfer of the property from the federal government to the County pursuant to a memorandum of agreement between the two. The Alexander Company was able to partner with Montgomery County to under the terms of the agreement with the GSA and the property was transferred successfully from the federal government to the County and then to the development team.

In addition to working closely with Montgomery County and the GSA, The Alexander Company worked with the following entities to make the restoration of the treasured historic buildings at the National Park Seminary a reality:

- Maryland National Capitol Park and Planning Commission
- Maryland Historical Trust
- Montgomery County Historic Preservation Commission
- Montgomery County Department of Permitting Services
- Maryland Department of the Environment
- Maryland Department of Housing and Community Development
- National Trust for Historic Preservation
- Save Our Seminary, a local non-profit, and
- The four adjacent neighborhood associations

In the end, the development plan and execution exceeded the expectations set forth by the County in their original RFP. The final development plan called for:

- A residential community of approximately 280 homes.
    - 66 apartments affordable to individuals at 50% and 60% of the Area Median Income.
    - 103 historic condominiums
    - 98 new town homes
    - 13 historic single family homes
- A new transitional housing facility for Montgomery County.
- Renovation of the Ballroom for use as community space.
- Restoration and maintenance of the Glen.
- Improved pedestrian linkages to and through the site and to the Metrorail Station.

A wide variety of financing tools were used to make the renovation and the public benefits possible. They included

- Federal Historic Tax Credits
- State Historic Tax Credits
- Affordable Housing Tax Credits
- Property Tax Abatement
- Maryland Department of the Environment Low Interest Rate Loan
- Save America's Treasures Grant
- Montgomery County Maryland Affordable Housing Loan

Proposed New Residential Units	
32'x60' Town Homes	24
24'x40' Town Homes	19
18'x40' Town Homes	47
TOTAL	90

Proposed Renovated Residential Units 167

Forest Glen — Conceptual Site Plan

Montgomery County, Maryland
EYA 1222.00 May 10, 2004

Eakin/Youngentob Associates, Inc. / The Alexander Company

The Lessard Architectural Group Inc.

0 25 50 100
1" = 50'

N

PROJECT PROFILE

National Park Seminary - Silver Spring, Maryland

National Park Seminary: 66 Apartment Homes
89 Condominium Homes
13 Single Family Homes
90 Townhomes
$100 Million

The main structure of what is now the National Park Seminary was built as a resort of Washington Residents in 1897. In 1894, the building was bought and converted into a girls' finishing school, and it remained that until the Army took the site over in 1942 for use as a rehabilitative facility for returning amputees. During the years it functioned as a school, the site underwent a building program that brought a wide variety of architectural styles to the campus including a Japanese Pagoda, Dutch Windmill, Greek Temple, English Garden Castle, and an Italian Villa.

The army left most of site vacant in 1978 in favor of more modern facilities and since then dilapidation and vandalism have taken their toll on the campus. Rampant water damage has led to the near collapse of several buildings. The Alexander Company was chosen to develop the site in 2001.

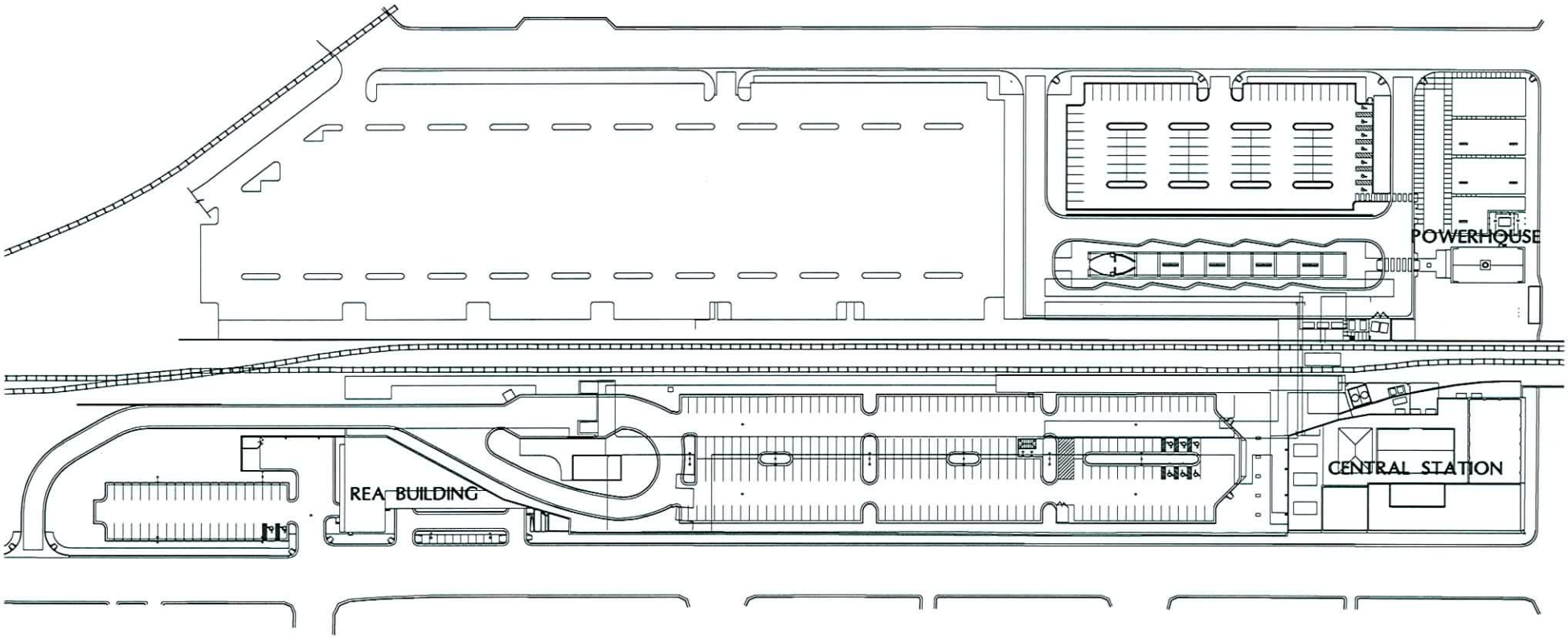
Central Station
Memphis, TN

The Central Station Development, which involved the renovation of a 1914 train station designed by Daniel Burnham, showcases the Alexander Company's experience with public-private partnerships. As is the case at the former Lorton Prison site, the Central Station project involved a historic property owned by a public entity that was seeking private sector development assistance. At Central Station, a successful partnership was formed between The Alexander Company and the Memphis Area Transit Authority (MATA).

The opportunity for The Alexander Company to participate in the Central Station project came after MATA, who had received a $18 million grant from the Federal Transportation Administration, realized that they could not complete the project without assistance. Not only did the transit authority lack development expertise, but also the development budget exceeded their available funds. As a transit authority, the organization was prohibited from taking out debt. If MATA were unable to close the financing gap and find a way to renovate the station, the $18 million federal grant would have to be returned to the federal government.

In 1999, The Alexander Company was selected from an RFP process and began work on Central Station. The company was able to work with the applicable Federal Transit Authority regulations, help MATA secure Historic Tax Credits, procure and guarantee private sector debt, and complete the project redevelopment. In the end, the historic train station was redeveloped as an intermodal transportation hub with an Amtrak train stop, a bus transfer facility and a trolley stop. The $24 Million development also includes event space in the large historic waiting room historic waiting room into event space, and creation of a boardroom, 63 apartments, and 12,000 square feet of retail space.

In 2000, the project received the American Planning Association's Outstanding Project of the Year Award. Since that time, the project has been a catalyst for the redevelopment of Memphis's South Main Historic District. It has also been featured in a number of major motion pictures including "Walk the Line" starring Joaquin Phoenix and Reese Witherspoon. Today, Mata and The Alexander Company are ready to work together on a development plan for the last 6 acres of available land at Central Station.



THE ALEXANDER COMPANY

660 W. WASHINGTON AVE., SUITE 303
MADISON, WISCONSIN 53703

SITE PLAN

0 25' 50' 100'

CENTRAL STATION
MEMPHIS, TENNESSEE

PROJECT PROFILE

Central Station - Memphis, Tennessee

<u>Central Station</u>: 63 Apartment Homes
12,000 Square Feet of Retail Space
23,000 Square Feet of Class "A" Office Space
$18.7 Million Project Cost

Built in 1914, Memphis' Central Station has always played an important role in the vitality of the city. The station served not only as the main passenger rail hub for the region, but also as the offices and headquarters of several railway companies.

The revitalization effort took into consideration the rich history and feeling of pride surrounding Central Station - the Main Hall was painstakingly restored down to the last detail, including the original arrival and departure board. The final product includes 63 apartment residences and 35,000 square feet of commercial space. The facility continues to serve as an Amtrak Passenger Station. Additionally, the Memphis Police Department and Memphis Area Transit Authority now call Central Station home.

Amenities for residents include a rooftop garden, expansive windows with views of the Mississippi River and downtown, and large well-appointed apartments.

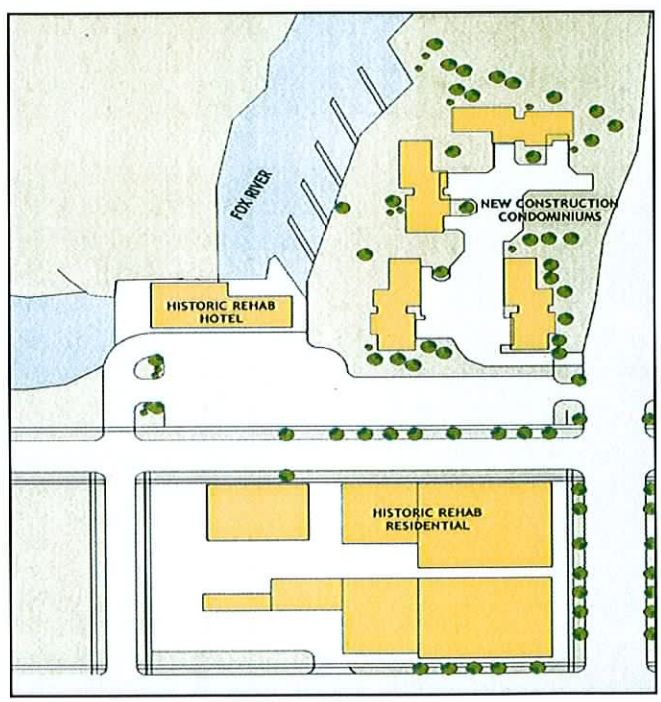
DePere Master Development
DePere, Wisconsin

The DePere Master Development offers one more example of the Alexander Company's ability to successfully serve as the master developer on a historic project while partnering with a public entity. It also demonstrates how new development can successfully be integrated into a master planned historic redevelopment.

The Alexander Company became involved in the DePere Master Development after being specifically solicited by the City of DePere, WI just weeks before the historic buildings associated with the project were slated for demolition. While a number of developers had examined the property, the challenges associated with the project had proven to be too numerous. In addition to the inherent challenges associated with a campus of dilapidated buildings, the DePere property had environmental issues stemming from the site's previous use as a dump. Additionally, the community had a goal of creating affordable housing on the site.

The Alexander Company was able to utilize its extensive experience renovating historic buildings and working with complex financial structures to successfully save the buildings and meet the goals of the key stakeholders. To address the environmental issues, The Alexander Company was able to earn grants from the Environmental Protection Agency and the State of Wisconsin for Brownfield Cleanup. Additionally, the company helped the City of DePere, WI create and implement a Tax Increment Financing district specifically for this project. To provide affordable housing, The Alexander Company utilized low-income housing tax credits in conjunction with a Community Development Block Grant. Historic tax credits helped off set the costs for redeveloping the historic structures. Throughout the process, The Alexander Company coordinated effectively with the City of DePere and helped them meet their goals for the property.

In the end, The Alexander Company created 69 rental lofts and townhomes, 13 riverfront homes, and a 37-room luxury inn. At the same time, the company restored the historic buildings while retaining key historical elements including a hydraulic water wheel that was part of the former mill.



Alexander Company

PROJECT PROFILE

DePere Master Development - DePere, Wisconsin
Lawton Foundry

Master Development:	69 Rental Lofts and Townhomes 13 Riverfront Homes 37 Room Luxury Inn $14.4 Million Project Cost
Lawton Foundry: *Component 1*	69 Rental Lofts and Townhomes $7.5 Million Project Cost

Located on the Fox River in DePere, Wisconsin, the C.A. Lawton Company General Machine and Foundry Shop was originally built in 1880. The original foundry building and subsequent additions followed the "Astylistic Utilitarian" industrial design of the late 19th century. Rich in the history of the local economy, the Lawton Foundry is one of DePere's most significant structures.

The redevelopment of the area followed ten years of planning and preparation by DePere's Main Street Project. The Alexander Company's master plan also included the construction of the new Arbor Landing townhomes, which include private boat slips, and the upscale James Street Inn. The Lawton Foundry buildings were renovated into flat style apartments and townhomes. Each residence has its own unique floor plan and many of the outstanding historic elements were retained in order to preserve the integrity of the project.

Located in the middle of downtown DePere, the development is just a short walk from shops and restaurants, and has splendid views of Voyageur Park and the Fox River.

Alexander Company

PROJECT PROFILE

DePere Master Development - DePere, Wisconsin
Arbor Landing

Master Development:	69 Rental Lofts and Townhomes 13 Riverfront Homes 37 Room Luxury Inn $14.4 Million Project Cost
Arbor Landing: *Component 2*	13 Riverfront Homes $3.2 Million Project Cost

Part of a master development in DePere, Wisconsin, Arbor Landing brought stylish, upscale housing to a riverfront area that formerly housed a "white dump" (refrigerators, ranges, washers/dryers, etc.). With every unit possessing a different floor plan, the housing is unique, and the proximity to the Fox River is such that residents can purchase private boat slips.

In addition to Arbor Landing, The Alexander Company created the luxourious James Street Inn from the remains of an old mill, and renovated the Historic Lawton Foundry into distinctive rental loft housing, aiding the revival of this picturesque Wisconsin town.

PROJECT PROFILE

DePere Master Development - DePere, Wisconsin
James Street Inn

Master Development:	69 Rental Lofts and Townhomes 13 Riverfront Homes 37 Room Luxury Inn $14.4 Million Project Cost
<u>James Street Inn:</u> *Component 3*	37 Room Luxury Inn $3.7 Million Project Cost

Originally built as a stone flour mill in 1858, the foundations of The James Street Inn have survived two fires and several major renovations. Two floor were added above the first floor foudnations to create a unique structure consisting of both historic and new components. Several of the rooms are appointed with fireplaces, while others offer decks that extend over the river.

The final piece of the DePere Master Development, The James Street Inn offers luxurious accommodations in a renewed area. The hotel boasts its own bar, immediate river access, and a central location, all while providing a close proximity to Green Bay's revered Lambeau Field and other Northwestern Wisconsin destinations.

References

Sharon Park
National Park Service
Chief, Technical Preservation Services
1201 Eye Street NW (ORG 2255)
Washington, DC 20005
(202) 343-9584

Daniel G. Metz, Director
Wachovia Securities – Tax Credit Investment Group
301 South College Street
Charlotte, NC 28288
(704) 715-1307

Fred Gervasi, President
Save our Seminary
P.O. Box 8274
Silver Spring, MD 20907
(301) 589-1715

Thomas D. Fox, Ph.D., AICP
Assistant General Manager of Planning & Capital Projects
Memphis Area Transit Authority
1370 Levee Road
Memphis, TN 38108
(901) 722-7160

John Leith-Tetrault, President
National Trust Community Investment Corp.
1785 Massachusetts Ave., NW
Washington, DC 20036
(202) 588-6064

Glenn Kreger, Team Leader
Montogomery County Dept. of Park & Planning
8787 Georgia Avenue
Silver Spring, MD 20910-3760
(301) 495-4653

Eileen Kelley
City Planner/Zoning Administrator
City of Middleton
7426 Hubbard Avenue
Middleton, WI 53562
(608) 827-1077

Mr. Curt Hastings
J.H. Findorff & Son, Inc.
601 West Wilson Street
P.O. Box 1647
Madison, WI 53701
(608) 257-5321

Lisa Rother
Office of the Montgomery County Executive
Executive Office Building
101 Monroe Street, 2nd Floor
Rockville, MD 20850
(240) 777-2593

MONTGOMERY COUNTY PLANNING DEPARTMENT
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

September 26, 2007

To Whom It May Concern:

We are very glad that the Alexander Company was selected to develop the National Park Seminary Historic District in Silver Spring, MD. They had many obstacles to overcome, including historic buildings that were seriously deteriorated; a difficult zoning and planning process; and a community that had multiple, sometimes conflicting, goals for the site.

The professionals at the Alexander Company communicated well with both government agencies and the public. They were sensitive to the community, to the historic aspects of the site, and to the market. In short, they took on a huge challenge and came up with a creative (and feasible) solution. I would not hesitate to enlist them to deal with other large adaptive reuse projects.

Sincerely,

Glenn Kreger

Glenn R. Kreger
Silver Spring/Takoma Park Team Leader

8787 Georgia Avenue, Silver Spring, Maryland 20910 Director's Office: 301.495.4500 Fax: 301.495.1310

Wachovia Securities
301 South College Street
Charlotte, NC 28288-5640

WACHOVIA SECURITIES

September 25, 2007

Chris Caperton
Department of Planning and Zoning
Fairfax County Government Center
12000 Government Center Parkway
Fairfax, Virginia 22035

RE: Former Lorton Prison, Fairfax County, Virginia

Dear Mr. Caperton,

Please accept this letter as a recommendation for The Alexander Company as they are strongly qualified to work with the County on a Master Plan for the subject development. Wachovia has participated in three previous Alexander Company developments – Professional Building (Kansas City, MO –Fed/State LIHTC and HRTC), National Park Seminary (Silver Spring, Maryland – Fed LIHTC, Fed/State HRTC and condo financing) and Midtown Center (Madison, WI – New Market Tax Credits). All of these properties are performing per expectation. In my opinion The Alexander Company's strengths are their ability to work with complex financing structures and obtain debt/equity financing to meet the respective projects needs and their ability to work with the respective parties prior, during and post construction (i.e. National Park Service, GC, Architect and Lender).

Please feel free to call me at (704) 715-1307 with any questions you may have on our previous experience with the Alexander Company.

Sincerely,

Daniel G. Metz

Daniel G. Metz
Director / Wachovia Securities -Tax Credit Investment Group

OFFICES OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

September 27, 2007

Mr. Chris Caperton
Department of Planning and Zoning
Fairfax County Government Center
12000 Government Center Parkway
Fairfax, Virginia 22035

Dear Mr. Caperton:

I would like to express my support for the Alexander Company of Madison, Wisconsin as a premier adaptive reuse developer. I have worked closely with Ms. Natalie Bock and the team at Alexander for over three years on the redevelopment of the National Park Seminary in Silver Spring. The Seminary is a 32 acre parcel that was originally a private girls finishing school that included a large collection of whimsical architecture in a rustic setting. The purpose of these buildings was to provide surroundings that were conducive to learning for the upper class students who spent their formative years at the Seminary.

In 1942 the property was taken by the Army to provide an annex to the Walter Reed Army Hospital for rehabilitation of soldiers returning from war. Until 1972 the Seminary provided a comfortable place for soldiers; however, once the new hospital was built in Washington, D.C. the deterioration of the Seminary property began and continued for over 30 years. Under the Army's stewardship, the property deteriorated significantly and there was great fear in the surrounding community that the property's neglect would lead to its demolition and loss.

To make a long story short, the property was transferred from the Army, through GSA, to Montgomery County in 2005. The County's intention at that time was to partner with a private development team to plan and execute an adaptive reuse for the site. The County issued an RFP and received proposals from 13 development teams. The award of the project was made to the Alexander Company in partnership with Eakin Youngentob Associates. The reuse plan was approved for a 288 unit residential facility with condominiums, affordable housing, a 32-bed transitional housing facility, and new townhouses. The property is now under development, and occupancy began earlier this year in the new townhouses and the first condominium units are expected to be occupied later this year.

I provide this history to create a framework for the complexity of the redevelopment effort. The historical significance of the property, its infill location, its affordable housing

component, and its unique environmental elements combined to create a situation that required tenacity, creativity, intelligence, communication skills, patience, and bravado to get the job done. The Alexander Company had all of those things and more, and continues to see the job through, never faltering in their commitment to historic preservation and the quality of the restoration. While many in the government and the community said that it would be impossible to move this project forward, the Alexander Company said they had seen worse and they were confident that the buildings could be restored. They were correct, and the community and County are most excited to see the project readying for occupancy and about to gain its place among the great adaptive reuse projects in the country.

What makes the Alexander Company special is their ability to visualize the product as it could be, and attend to the incredible amount of details that need to be accomplished to get the job done. When the State legislature threatened to limit the historic tax credits in Maryland, Alexander was in Annapolis explaining why the program needed to be continued. From legal challenges to architectural details on the Swiss chalet building and Japanese pagoda on the property, the Alexander Company was able to resolve every issue. They hired skilled craftsmen from the area to complete the detailed preservation work. They put together a financing plan woven from historic and housing tax credits and private financing. When we asked them to include the transition from homeless shelter in the project, they worked with our Department of Health and Human Services to design the facility to best meet the needs of the residents. No detail was ever overlooked by the Alexander Company, and no challenge was too great for them.

As you can tell, I highly recommend the Alexander Company for the Lorton project. If you are looking for a group that will work with the staff and the community with the care required to create a special place, there would be no better choice than the Alexander Company.

Please feel free to contact me at 301-802-4485 if you have any questions that you would like to explore related to the National Park Seminary or the Alexander Company.

Sincerely,

Lisa Rother

Lisa W. Rother
Planning Manager

LWR:jgs

MATA

September 28, 2007

Chris Caperton
Department of Planning and Zoning
Fairfax County Government Center
12000 Government Center Parkway
Fairfax, Virginia 22035

Dear Mr. Caperton:

This letter of reference is written for The Alexander Company. The Memphis Area Transit Authority (MATA) has had a very productive ten-year relationship with The Alexander Company on the Central Station project in Memphis. Central Station was an extremely complex train station redevelopment project that involved a public/private partnership and funding from numerous sources. Public funding was provided for the transportation portions of the project from three different levels of government -- federal (Federal Transit Administration), state (Tennessee Department of Transportation), and local (City of Memphis). The key private funding source was historic tax credits. The Alexander Company handled all aspects of certification through the National Park Service and sale of tax credits to a private investor.

The Alexander Company has demonstrated a high level of expertise in all phases of project development and implementation. Their staff has also shown sensitivity to the needs of the community in which the project is located, and the realities of the political environment in which MATA functions.

I would highly recommend The Alexander Company for your project.

Sincerely,

Thomas D. Fox

Thomas D. Fox, Ph.D., AICP
Assistant General Manager of Planning & Capital Projects

SAVE OUR SEMINARY

AT FOREST GLEN

P.O. Box 8274
Silver Spring, MD 20907
Ph: 301-589-1715
info@saveourseminary.org
www.saveourseminary.org

Officers:
Fred Gervasi, President
Anne Brockett, Vice President
Pat Baptiste, Secretary
Nan Lowe, Treasurer

Directors:
Chris Bailey
Steve Devoney
Sue Fedor
Linda Lyons

Richard Schaffer, Emeritus

September 24, 2007

Chris Caperton
Department of Planning and Zoning
Fairfax County Government Center
12000 Government Center Parkway
Fairfax, Virginia 22035

Dear Mr. Caperton,

I was pleased to learn that you are considering the Alexander Company of Madison, Wisconsin as the developer for the former Lorton Prison site. Save Our Seminary (SOS), a nonprofit organization committed to preserving and redeveloping the National Park Seminary Historic District in Silver Spring, Maryland, has worked with the Alexander Company for over four years. Our initial respect for them has increased as we observed both their attention to community relationships and the quality of their rehabilitation work.

When I and other members of the SOS board met Randy Alexander and his team, we were impressed by their commitment to saving all of the two dozen buildings in the historic district, their creativity and imagination, and their eagerness to work with community residents. They participated in numberless community meetings; they encouraged the creation of an advisory board to facilitate communication and resolve problems. Residents responded in kind by testifying in favor of Alexander's development plan before the county's planning board and preservation commission.

Community residents did have some concerns – fear of increased traffic, the loss of trees and open space, the closing of a busy street for several months. In every case, Alexander's style of timely information and explanations, candor, and flexibility prevented any lasting negative impact.

As the National Park Seminary project moves closer to completion, we see the evidence of Alexander's skill in adapting and rehabilitating historic properties and creating a vibrant new community.

I recommend the Alexander Company to you without qualification. If I can answer any questions about my experience with them, please call me at 301.589.1715.

Sincerely,

Frederick O. Gervasi

Fred Gervasi

Part D: Resumes of Key Staff

Alexander Company

Randall P. Alexander
President
The Alexander Company, Inc.

Randy has directed all aspects of The Alexander Company's business since its inception in 1981. He is the primary visionary for each of the developments undertaken by the Company. Under his leadership, The Alexander Company has undertaken the finance, development, design, restoration, construction, and management of over 250 buildings, both new and historic. Among the Company's notable accomplishments in historic preservation are the conversions of abandoned schools, mothballed factories, turn of the century high-rises, train depots, hotels, and a multitude of downtown buildings into high quality apartments, condominiums, hotels, restaurants, and commercial buildings. In addition, Randy has overseen the planning and completion of several mixed-use "urban renaissance" master developments incorporating new construction and historic preservation.

Born and educated in Wisconsin, Randy resides in Madison and maintains an active agenda in charitable organizations. He has been nationally recognized for his achievements in real estate development.

Joseph Alexander
Vice President
The Alexander Company, Inc.

Joe holds a Law Degree as well as a Bachelor of Arts in Political Science and History from the University of Wisconsin, Madison. Before beginning full time employment at The Alexander Company in 2006, Joe served the Company on a consulting and part-time basis for over a decade. Prior to his full engagement at the Company, he served as Special Assistant to the Assistant Secretary for Administration and Management at the United States Department of Health and Human Services in Washington D.C. His duties there included consultation and implementation in the areas of general management, space planning, and facilities construction and leasing. As an active member of the community for many years, Joe has served as a Regent of the University of Wisconsin System and served consecutive terms on Wisconsin's National and Community Service Board.

His duties at the Company include the oversight of day-to-day operations including design, sales, construction management, development, operations, and marketing.

Natalie L. Bock
Senior Development Project Manager
The Alexander Company, Inc.

Natalie holds a Bachelor of Business Administration degree from the University of Wisconsin, Madison, with a major in Finance, Investment, and Banking, as well as a major in Real Estate Finance and Investment. She has over 20 years of experience in the commercial real estate industry, spending the first part of her career working for financial institutions such as US Bank, Citicorp Real Estate Inc., and Travelers Realty Investment Corporation underwriting loans secured by commercial real estate.

She joined The Alexander Company in 1996 and is responsible for the coordination of all phases of urban redevelopment projects in communities throughout the United States. Her responsibilities include acquisition, feasibility analysis, financial structuring, and land use approvals relating to the redevelopment of under utilized infill parcels. In her time at The Alexander Company, Natalie has been directly responsible for more than $300 million in real estate development projects throughout the Unites States. Her current projects include the restoration of the National Park Seminary in Silver Spring, Maryland, and the construction of the multi-phase Capitol West project in Madison, Wisconsin.

In addition to her responsibilities at The Alexander Company, Natalie enjoys contributing to her community by serving on the board of Project Home and chairing the board for Forward Community Investments, two non-profit organizations.

David G. Vos, AIA
Senior Architectural & Development Project Manager
The Alexander Company, Inc.

Dave attended the University of Wisconsin School of Engineering and Madison Area Technical College where he received an Associate Degree in Architectural Technology. He has over 20 years of experience in development and design, is a registered architect in the State of Wisconsin, and a member of the American Institute of Architects, the Construction Specifier's Institute, the National Fire Protection Association, and the National Trust for Historic Preservation.

Since joining The Alexander Company in 1989, he has been involved in the feasibility analysis, design, and construction of most all of the developments completed. Formerly The Alexander Company's Director of Architectural Services, Dave's unique ability to identify and mitigate owner's risks, his understanding of structural and mechanical systems, historic building codes, and historic tax credit program requirements make him a highly effective project manager. His current projects include the multi-phase Historic Crescent District Master Development in Davenport, Iowa, and the restoration of the National Park Seminary in Silver Spring, Maryland.

Brad Elmer
Development Project Manager
The Alexander Company, Inc.

Brad holds a Masters of Business Administration degree from the University of Wisconsin, Madison, with a major in Real Estate and Urban Land Economics. Prior to Madison, Brad lived in Memphis, TN where he served as a Development Project Manager at the Center City Commission. At the Center City Commission, Brad was responsible for evaluating proposals for downtown development projects as well as developing and administering programs for economic development. He has further experience underwriting commercial real estate loans at US Bank, where his work focused on transactions that utilized Low Income Housing Tax Credits. Before working at the Center City Commission, Brad received a Master's degree in Urban Anthropology from the University of Memphis where he was took extensive coursework in city and regional planning, architecture, GIS, and urban anthropology.

Jonathan Beck
Development Project Manager
The Alexander Company, Inc.

Jonathan joined the Alexander Company in 2004 and coordinates selected development projects with specific responsibility for financial structuring, market analysis, land use approvals, property acquisition, and has specific skills in structuring complex financial tax credit investments and working with other community development programs.

Jonathan has experience working as both an investor and consultant with Low Income Housing Tax Credit ("LIHTC") investments, Historic Tax Credit ("HTC") investments and New Markets Tax Credit ("NMTC") investments. He started his career as an underwriter with a LIHTC syndicator then as a Financial Analyst with the National Trust for Historic Preservation and their for-profit subsidiary, National Trust Community Investment Corporation ("NTCIC"), which is an investor for HTC projects. During his tenure, NTCIC was awarded $127 million in NMTC allocations and received much attention for having closed and reported the first closed Qualified Equity Investments (QEIs) to the CDFI Fund. His duties included; underwriting investments and developing all financial models including: Historic Tax Credit/NMTC "Twinned" Equity Investments. He later worked as a consultant facilitating both the Qualified Equity Investments (QEI) and Qualified Low Income Community Investments (QLICI) for various Community Development Entities with NMTC awards.

Jonathan holds a Bachelor of Business Administration degree from the University of Wisconsin, Madison with a major in Real Estate and Urban Land Economics.

Ed Freer
Planning and Development Project Manager
The Alexander Company, Inc.

Mr. Freer brings award-winning expertise in urban design, community planning, and waterfront redevelopment. Residing and practicing out of the Alexander Company's Madison, Wisconsin headquarters, Mr. Freer's substantial national portfolio includes extensive work with communities along the Great Lakes, Mississippi River corridor, and Northeastern United States. His diverse background has involved guiding projects from conceptualization through actual construction with extensive involvement at all phases. He is also accomplished at generating and facilitating community support for design initiatives so that early enthusiasm maintains momentum and ultimately achieves public endorsement.

Chris Gosch, AIAA
Architectural Project Manager
The Alexander Company, Inc.

Chris attended Iowa State University and received a Bachelor of Architecture degree with a secondary emphasis in painting and printmaking. He has over a decade of experience in the field of architecture, being involved in a wide range of building and construction types – from residential to hotel resort properties, as well as experience with the renovation of buildings in Wisconsin and Kansas City, Missouri. Chris has also had the opportunity to travel nationwide to supervise construction for retail facilities located in constrained and/or underutilized urban environments.

Chris is involved in design, feasibility studies, building and project assessments, programming, and construction administration on projects throughout the United States for the Alexander Company. His current projects include the Historic Crescent District Redevelopment in Davenport, Iowa, the Capitol West project in Madison, Wisconsin, and the Novation Campus in Madison, Wisconsin.

Andrew Boyle
Director of Commercial Leasing
The Alexander Company, Inc.

Since joining the Alexander Company, Andrew has led all commercial leasing efforts at Alexander Company projects and is a licensed Real Estate Broker in Wisconsin, Virginia, Maryland, and Washington DC. Andrew has been involved in real estate matters for over 20 years as a leasing specialist, real estate portfolio manager, and real estate broker managing and representing commercial interests.

Andrew's experience with launching and maintaining large commercial campuses through comprehensive campaigns in several regions of the country make him an ideal fit for The Alexander Company. Prior to coming to the Alexander Company, Andrew was responsible for the Washington DC regional market for Marcus & Millichap.

Andrew holds a Bachelor of Arts degree from Rutgers University with a major in Economics.

David Kinzler
Director of Sales
The Alexander Company, Inc.

David joined the staff of the Alexander Company in 2005. His previous position was Director of Sales for Veridian Homes, Wisconsin's largest Home Builder and Developer. Veridian was also the recipient of the Prestigious 2005 National Housing Quality Award. Working with a large home builder and developer for the last 15 years, David has honed his Project and Sales Management skills and recognizes the value of a very systematic approach to his sales methodology. At the Alexander Company David has been instrumental in developing a residential sales organization from the ground up.

He is currently managing the Sales Effort for all of the Alexander Company residential developments Nationwide including Historical, New Construction and Conversion efforts, hiring his own staff, as well as seasoned real estate firms which report to him, to accomplish the company's sales goals. David's contribution to the Development Team is also an asset when researching the feasibility, product mix and timing for bringing a project to the marketplace.

William J. Schwartz
Construction Project Manager
The Alexander Company, Inc.

Bill joined The Alexander Company in 1990 after nearly twenty years of construction experience with his own firm as a general contractor. His 30 years of experience in construction have included significant experience in the renovation of historic buildings as well as new construction. Since joining The Alexander Company, Bill has been involved as the Construction Project Manager on over $500 million dollars worth of new construction and historic preservation.

His involvement includes ensuring the most cost effective means and methods of construction are implemented – by participating in both the construction document phase of design and construction itself, Bill ensures hidden conditions are mitigated to the greatest possible extent. As part of The Alexander Company's comprehensive approach to development, Bill supervises the work of all general construction contractors. His experience, professionalism, and dedication ensure only the highest quality construction and strict budget conformity. His current projects include the restoration of the National Park Seminary in Silver Spring, Maryland, and the Professional Block Master Development in Kansas City, Missouri.