



The Original
**MOUNT VERNON
HIGH SCHOOL**

Request for Proposal

RFP# 2000002301

Alexander
Company



June 29, 2017

George Bright, Contract Specialist
Department of Procurement and Material Management (DPMM)
12000 Government Center Parkway, Suite 427
Fairfax, VA 22035-0013

RE: Original Mount Vernon High School Redevelopment
Request for Proposal

Dear Mr. Bright,

Thank you for the opportunity to present our proposal for the redevelopment of the Original Mount Vernon High School. Through our extensive history with historic preservation, and experience with the same in Fairfax County, we know what a valued asset this site is to the County.

Our goal with the following redevelopment concept is to focus on creating a vibrant, inviting urban neighborhood - a new destination to live, work, play and thrive.

Should you have any questions please don't hesitate to contact us.

Sincerely,

The Alexander Company, Inc.



Joseph M. Alexander
President

Elm Street Development, Inc.



James L. Perry
Vice President

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ATTACHMENTS ACCOMPANYING THIS DOCUMENT:

- H. Cost Proposal - Billing Rates

Part A

BACKGROUND & TEAM QUALIFICATIONS

BACKGROUND & QUALIFICATIONS / Introduction

The Alexander Company and Elm Street Development, along with its development team, are pleased to present our proposal for consideration of this Original Mount Vernon High School (“OMVHS”) Redevelopment opportunity.

As Master Developers, The Alexander Company and Elm Street Development will have primary responsibility for the planning, market analysis development, and coordination of their team in partnership with Fairfax County and other stakeholders to implement a sustainable redevelopment plan.

The Alexander Company and Elm Street Development are currently partnering with Fairfax County in the redevelopment of the Laurel Hill Adaptive Reuse site, and have thoroughly enjoyed working with the County throughout the development process. One important item to take into consideration – potentially a key distinction between this proposal and others – is the developers’ ability to leverage additional sources of funding, which in turn limited the County’s financial participation in the Laurel Hill Adaptive Reuse project. The Alexander Company and Elm Street Development would strive to do the same in the OMVHS redevelopment opportunity, which presents a similar scope and similar challenges.

Together, as you know, our team brings vast expertise in historic preservation; adaptive reuse; and master-planned, mixed-use, and mixed-income developments. This redevelopment proposal is the type of project we are confident we can efficiently deliver.

BACKGROUND & QUALIFICATIONS / Team Identification



The Alexander Company
Co-developer | www.alexandercompany.com



Elm Street Development
Co-developer | www.elmstreetdev.com



Walter L. Phillips
Civil Engineer | www.wlpinc.com



Gorove/Slade
Traffic Engineer | www.goroveslade.com



Wetland Studies and Solutions
Environmental Studies | www.wetlandstudies.com



Geo-Technology Associates
Geotechnical Engineer | www.gtaeng.com



McGuire Woods LLP
Land Use Counsel | www.mcguirewoods.com



Heise Jorgensen & Stefanelli P.A.
Title Attorney | www.heise-law.com



LandDesign
Land Planning | www.landdesign.com



SmartSite
Value Engineering | www.landdesign.com

BACKGROUND & QUALIFICATIONS / The Alexander Company

For over 35 years The Alexander Company has specialized in urban infill development, historic preservation, adaptive reuse, and urban revitalization.

Nationally recognized for urban development achievements, the Madison, Wisconsin-based Alexander Company is separated from other firms by the determination to take on challenges few other real estate professionals are willing to accept, and by the ability to apply creative solutions throughout the development process. As a master developer, the Company oversees the financing, design, construction, marketing, and property management of developments in-house, providing a diverse team of experts for owners, investors, and partners.

COMMUNITIES impacted	BUILDINGS developed	UNITS developed	RETAIL SPACE brokered (SF)
43	278	7,628	1.8M

Alexander Company projects create new urban focal points and restores glory to important landmarks that define cities. The company has completed several mixed-use “urban renaissance” master-planned developments, incorporating new construction, historic preservation or both. The Company has won numerous industry awards, including the National Preservation Honor Award from the National Trust for Historic Preservation, the 2011 Best Historic Rehabilitation Project Award from Affordable Housing Finance, the 2010 Charles Edson Award from the Affordable Housing Tax Credit Coalition, The Paul Gruenberg Award for Best Adaptive Reuse of a Building and several National Main Street Awards.

The Alexander Company is separated from other firms by managing all services in-house, providing a one-stop-shop for all real estate needs. This approach results in a single source of accountability and brings efficiency, transparency and ease of communication to the otherwise arduous process of real estate development.



DEVELOPMENT AND FINANCE

Provides creative solutions

financial analysis, debt and equity procurement, land use evaluation, real estate acquisition and support, public regulatory approvals, scope control, communication and public presentations



IN-HOUSE DESIGN

Ensures quality

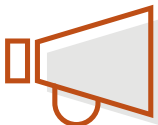
architectural design drawings, architectural contract reviews and administration, master and precinct planned campuses, civic spaces and streetscape and landscape design, site and building evaluation, code review and administration, historic preservation services



CONSTRUCTION MANAGEMENT

Avoids unexpected costs

construction contract review and administration, cost estimating, value engineering, scheduling, contractor qualification, contractor oversight, contractor bid, construction close-out



MARKETING AND PUBLIC RELATIONS

Integrates management of promotional tactics

earned media relations and publicity, business-to-business and business-to-consumer marketing, collateral creation, website development, signage, media planning and purchasing, digital marketing, event planning



PROPERTY MANAGEMENT

Enhances property values through tested techniques

tenant retention programs, preventative maintenance programs, rent collection, lease preparation and audit, energy management, budget preparation, operations management, commercial brokerage, state and federal compliance, specifications review

BACKGROUND & QUALIFICATIONS / Elm Street Development

Since its founding in 1977, Elm Street Development has grown into one of the largest privately-owned real estate development companies in the region.

Elm Street Development specializes in the creation of master planned communities, mixed-use developments, and traditional neighborhoods. During these past 40 years, they have created over 250 communities with over 40,000 residential lots and a portfolio of mixed-use developments. Their projects are located throughout the Washington-Baltimore area and represent some of the region's finest neighborhoods and communities.

Elm Street Development's projects have ranged in size from 10-unit infill neighborhoods to master planned communities with over 3,000 units and a mix of uses. Mixed use developments have featured a variety of commercial uses in addition to a wide range of housing options.

Elm Street Development has been active in Fairfax County development since the beginning of the company. They have planned, entitled, and developed over 40 sites in the County, featuring all types of residential uses. Price points have ranged from Affordable Dwelling Units (ADU's) to custom single family estate homes.

Current projects in Fairfax County are:

- Laurel Hill Adaptive Reuse Project, featuring 171 multifamily adaptive reuse units, 181 market rate single family homes and townhomes, and up to 110,000 square feet of commercial uses;
- The Crest of Alexandria, an active adult community with 259 residential units featuring a mix of single family detached homes, townhomes and multifamily condos; and
- The Preserve at Westfields, a mixed-use development with 155 townhomes, 650 apartments, and up to 20,000 square feet of retail.

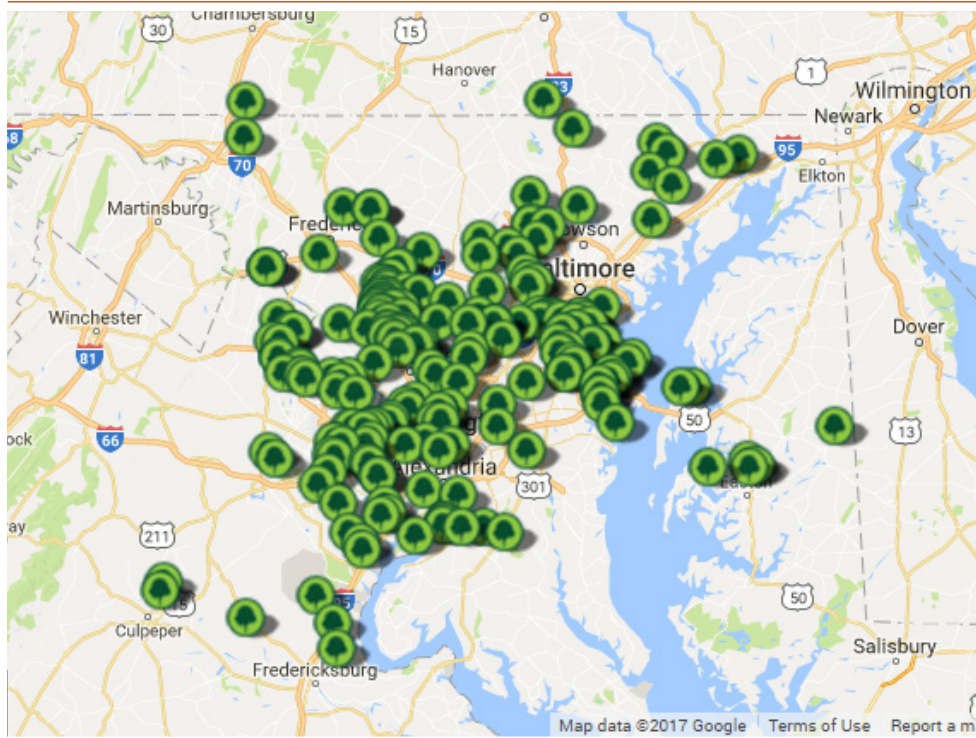
BACKGROUND & QUALIFICATIONS / Elm Street Development

BEYOND THE LAND: DEVELOPING LIFESTYLES, NEIGHBORHOODS & RELATIONSHIPS

Elm Street's expertise extends to all aspects of the development process, including planning, entitlements, engineering, financing, site development, sales and marketing, and property management.

Their residential communities and mixed-use developments have won a wide variety of industry awards, including innovative land planning, land development excellence, environmental stewardship, historical/adaptive re-use, sales and marketing, and property management. Elm Street Development has been named "Developer of the Year" fifteen (15) times by the Maryland and Northern Virginia Building Industry Associations.

Current and completed community developments by Elm Street Development:



BACKGROUND & QUALIFICATIONS / Project Partners



WALTER L. PHILLIPS : CIVIL ENGINEER

Walter L. Phillips, Inc. has a unique portfolio and accompanying skill set that makes them a valuable partner for the adaptive reuse and redevelopment of the Old Mount Vernon High School property. Walter L. Phillips' has been working on a variety of projects in Fairfax County since 1945. The team members that will work on this project for Walter L. Phillips have 30 years, 15 years, 10 years, and 8 years of experience respectively working in Fairfax County. This track record of working in the County continuously has enabled them to develop wonderful working relationships with County staff, including important staff members in the Department of Public Works and Environmental Services (DPWES), Department of Planning and Zoning (DPZ), Fairfax County Park Authority (FPCA), Fairfax Water, VDOT, and other agencies throughout the County.



GOROVE/SLADE : TRAFFIC ENGINEER

Gorove/Slade is a Washington, DC-headquartered professional engineering and planning firm providing clients with a complete suite of transportation planning and traffic engineering services that advance real estate and transportation infrastructure projects. The firm's comprehensive menu of service offerings include: traffic/transportation studies; parking studies; site access and circulation evaluations; transportation modeling; traffic signal design; traffic, parking, and pedestrian counts and surveys; speed studies; and transportation demand management.



WETLAND STUDIES AND SOLUTIONS : ENVIRONMENTAL STUDIES

Founded in 1991, Wetland Studies and Solutions, Inc. (WSSI), a Davey Tree Company, is one of Virginia's leading natural and cultural resources consulting firms. WSSI focuses solely on providing a full range of services to support the natural and cultural resource needs of clients. Thunderbird Archeology, a division of WSSI, has a 25+ year track record of providing cultural resources consulting services in Fairfax County. WSSI's recent relevant experience includes preliminary planning support for the Original Mount Vernon High School and consultation regarding adaptive reuse of the contemporary Paul VI High School in the City of Fairfax, Virginia.



GEO-TECHNOLOGY ASSOCIATES : GEOTECHNICAL ENGINEER

Geo-Technology Associates, Inc. (GTA), established in 1985, is a professional services firm specializing in geotechnical engineering, geoscience and environmental consulting, and materials testing engineering. GTA employs a staff of more than 300 engineers, scientists, technicians, and support personnel. The firm established their Sterling, Virginia office (GTA Sterling) in 1999 and currently has more than 30 employees at that location. GTA Sterling staff have proven capabilities working in Loudoun County, and the Commonwealth of Virginia and is familiar with local geology, and various local, county, state, and federal requirements, regulations, permits, construction processes, and reviews. The firm has extensive experience providing a wide range of geotechnical engineering services associated with public buildings and grounds.



McGUIRE WOODS LLP : LAND USE COUNSEL

As a firm McGuire Woods has five decades of history with the Fairfax County Land Use and Zoning processes. They have commensurate experience with public private partnerships in Fairfax County and throughout the Commonwealth of Virginia. These efforts have consistently helped local governments achieve a variety of economic development and infrastructure objectives, while also managing risk. McGuire Woods also has extensive experience in public private partnerships that are specific to adaptive reuse in Fairfax County. They consider themselves privileged to have served as counsel to the developer/operator of the Workhouse Arts Center and Liberty at Laurel Hill.



HEISE JORGENSEN & STEFANELLI P.A. : TITLE ATTORNEY

Founded 1936, Heise Jorgensen & Stefanelli P.A. (HJ&S), has built a strong reputation as a leading law firm providing honest, straightforward representation to their clients. Their general practice firm primarily assists clients in the areas of Real Estate, Banking, Estates & Trusts and Corporate Law. HJ&S' diverse clientele includes national and regional lending institutions, leading builders and developers, local businesses, associations, government agencies and individuals.

BACKGROUND & QUALIFICATIONS / Project Partners

HJ&S, together with its affiliated companies, Fenton Title Company and Capital Title Company, Inc., assisted Elm Street Development, Inc. in connection with the Public-Private Partnership Laurel Hill Adaptive Use Project in Lorton, Fairfax County, Virginia.



LANDDESIGN : LAND PLANNING

LandDesign is a collaborative group of landscape architects, civil engineers, planners, and urban designers with a shared goal to create places that matter.

Founded in North Carolina, LandDesign has evolved into a multi-disciplined firm of 139 professionals located in Charlotte; Washington DC; Dallas; Orlando; and San Francisco. LandDesign often serves as the lead master planner, providing creative process and design solutions for a wide range of projects. They have extensive experience with public/private redevelopment partnerships in Fairfax County including several INOVA properties and multiple projects along the Silver Line. This is balanced with public work such as civic campuses, greenways, streetscapes and infrastructure improvement projects. LandDesign's experience with adaptive reuse projects includes our own newly renovated building in Old Town Alexandria.

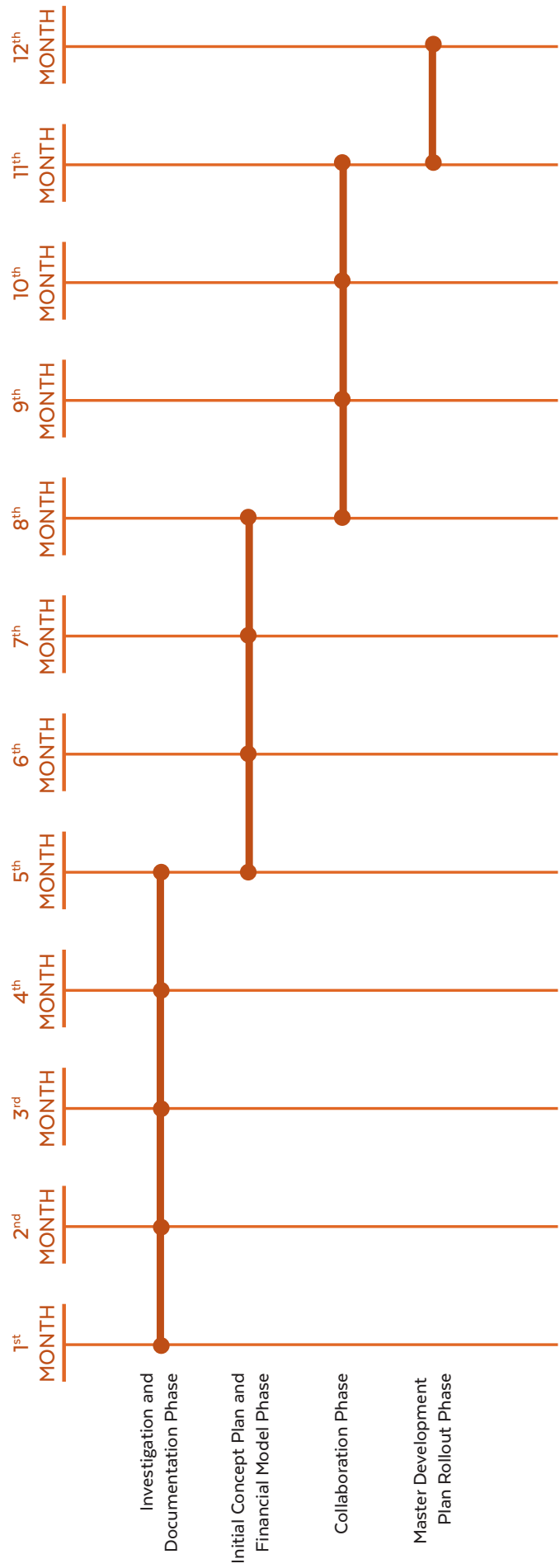


SMARTSITE : VALUE ENGINEERING

SmartSite fills a critical void in site development construction management and oversight. Leveraging their award-winning consultants' expertise, SmartSite's processes include data collection, prediction, and reporting technology, resulting in greater transparency, less risk, and higher margins for all. From concept through completion, SmartSite creates, implements, and enforces phasing, schedules, budgets, and contract documents. Their value engineering and unique process have provided unprecedented predictability on over \$1B in projects in less than 10 years. As an integral part of the Laurel Hill adaptive reuse P3 team, SmartSite's contribution allowed for less than 1% on earthwork change orders.

Part B

PROJECT STRATEGY



PROJECT STRATEGY / Original Mount Vernon High School Redevelopment

INVESTIGATION AND DOCUMENTATION PHASE

The purpose of this phase is to generate the body of information needed to guide and inform conceptual planning for the re-development of OMVHS. This phase is expected to take 4 months to complete, beginning with the execution of the initial contract with Fairfax County. The Master Developer would provide monthly updates to County staff along with copies of and access to all of the information generated.

1. Stakeholder Outreach: Meet with various stakeholders and discuss their goals and objectives for the redevelopment. Stakeholders could include:

- Supervisors Storck & McKay
- Re-utilization Task Force
- County Staff: Planning & Zoning
DPWES
Park Authority
FCDOT
FCPS
Historic Preservation Staff
- County ARB
- National Park Service / Virginia Department of Historic Resources
- Community organizations
- Neighboring communities
- VDOT
- Other interested parties

Staffing from Planning & Zoning and DPWES would be provided as needed to facilitate and support the Stakeholder Outreach effort. The format and process of conducting Stakeholder Outreach would be determined in consultation with County staff. County staff would be present at all Stakeholder Outreach meetings.

2. Review the County's existing policy documents that will shape future decisions in developing the initial Concept Plan for OMVHS. These include:

- Economic Success Strategic Plan
- One Fairfax
- Comprehensive Plan
- Park Master Plan
- Embark Plan Amendment

3. Utilize the following information to assess the existing historic improvements to define opportunities and limitations in the adaptive reuse of the existing structures:

- Historic Structures Report
- ADA Compliance Assessment Report
- Facility Condition Assessment Report
- Hazardous Materials Feasibility Study
- Site visits and visual inspections

4. Generate and utilize the following information to assess the property assemblage and define opportunities and limitations for adaptive re-use and new development on the site:

- Boundary
- Topography
- Location of all existing improvements
- Environmental features and limitations
- Characterization of existing vegetation
- Geotechnical investigation
- Cultural Resources investigation
- View shed opportunities and limitations
- Existing wet and dry utilities
- Traffic study
- VDOT plans for widening of Richmond Highway (Route 1)

5. Identify the highest and best uses for the adaptive re-use of historic structures and for new development on the site. This may involve market studies from outside consultants, outreach to commercial brokerage firms active in the local market, and internal analysis from the Master Developer. Determine the potential massing & scale of new improvements and uses in proximity to the historic structures. Review results with NPS and VDHR.

INITIAL CONCEPT PLAN AND FINANCIAL MODEL PHASE

Using the results from the Investigation and Documentation Phase, develop an initial Concept Plan for OMVHS including adaptive re-use and new development. The Concept Plan would depict all proposed uses, densities, and facilities. A detailed Financial Plan for the initial Concept Plan would also be developed showing projected costs, future revenue streams, developer fees, and sources and uses. The initial Concept Plan

and Financial Plan would be presented to a limited group of County Stakeholders for review by County staff and by any outside consultants retained by the County. This Phase would begin upon completion of the Investigation and Documentation Phase and is expected to take 3 months to complete.

COLLABORATION PHASE

The Master Developer would then collaborate with a limited group of County Stakeholders to refine the initial Concept Plan and Financial Model with the goal of developing a final Master Development Plan and Financial Plan for OMVHS that are mutually acceptable to both the County and the Master Developer. The other Deliverables listed in the section 10.1.1 of the RFP would also be developed in this Phase as the Master Development Plan and Financial Plan are finalized. This Phase would begin with the presentation of the initial Concept Plan and Financial Model and is expected to take 3 months to complete. This Phase would include regular meetings as needed with County staff and any outside consultants retained by the County.

MASTER DEVELOPMENT PLAN ROLLOUT

Upon successful completion of the Collaboration Phase, the Master Developer and County staff will develop a Rollout Plan to communicate and build support for the Master Development Plan, including meetings with Stakeholders. This Phase is expected to take 2 months to complete.

Part C

PROJECT EXPERIENCE & REFERENCES

PROJECT EXPERIENCE / The National Park Seminary



50 Condominiums | 103 Single-family Homes | 66 Apartments | \$110 Million Project Cost | Completed in 2005 | Silver Spring, MD

The main structure of what is now the National Park Seminary was built as a resort for Washington residents in 1887. In 1894, the building was 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 dilapidation and vandalism began to take their toll; rampant water damage led to the near collapse of several buildings. After a national search, The Alexander Company was chosen by Montgomery County, Maryland, to develop the site in 2003.

A comprehensive master plan was conceived, re-energizing the site with a variety of housing types including apartments, condominiums, townhomes, and transitional housing. As part of the development, the glen at National Park Seminary was cleared of invasive species and interpretive walking trails were placed throughout, encouraging activity throughout the site by the surrounding neighborhood.

PROJECT EXPERIENCE / The National Park Seminary

Name/Address/location of the project:

National Park Seminary in Silver Spring, Maryland

Master Development team members:

- **Lead developer:** The Alexander Company with EYA as a development partner
- **Project architect:** The Alexander Company
- **General contractor:** Struever Brothers Eccles and Rouse
- **Lender(s):** Wachovia, State Browfield Loan, County Transitional Housing Loan
- **Equity provider(s):** Wachovia, Save America's Treasures

Site plan, photographs, and project renderings:

See pages 36 and 37.

Relevance to this solicitation:

- Extensive stakeholder outreach
- Adaptive reuse of existing site features
- Historic preservation of existing site features
- Inclusion of public and private uses and spaces
- Provides housing for a broad range of age/income levels
- Provides multi-modal access connecting the site to the larger community
- Use of high-quality building and site design complementing the historic nature of the site
- Inclusion of open spaces for active and passive recreation and preservation of natural resources
- Inclusion of non-profit spaces
- Coordinated and integrated phasing of development

Reference names and contact information:

Margaret K. Rifkin

Maryland National Capital Park and Planning Commission
6611 Kenilworth Avenue, Riverdale, MD 20737
(301) 495-4583 margaret.rifkin@mncppc-mc.org

Community outreach initiatives:

Development team presentations and public hearings were made to the civic groups prior to selection, and during the

CDP/FDP rezoning processes. A coalition representative group was formed by the various neighboring citizen groups to enable ongoing communication with the development team to address neighboring citizen concerns prior to, during, and after the construction.

Evidence of design excellence and inclusion of sustainable design features:

- Affordable Housing Tax Credit Coalition's Charles L. Edson Tax Credit Excellence Award
- National Housing & Rehabilitation Association's J. Timothy Anderson "Timmy" Award
- Washington Business Journal's Best Real Estate Deal Award

Development Scope (Phase One):

- **Land area:** approximately 13 acres
- **Square footage of buildings:** approximately 500,000 SF
- **Residential unit mix:** 90 market rate newly constructed townhomes, 10 market rate historic single family homes, 66 market rate historic condominiums, 66 historic apartments (56 affordable at 60% AMI), 25 beds of transitional housing.
- **Non-residential use mix:** Non-residential use was limited to the ballroom and community spaces due to the desire of the neighborhood groups (traffic concerns) and eventually the county zoning.
- **Parking spaces and orientation:** Approximately 220 surface parking spaces, 90 structured parking spaces, 180 interior garage parking spaces.
- **Construction type:** Combination of mid-rise and low-rise

Development Costs (Phase One):

- **Total project development costs:** \$123,336,982
- **Hard costs by product type:** New townhomes \$66,630,982, Multifamily (apartments and transitional housing) \$14,084,119
- **Soft costs:** \$3,586,669 (multifamily component)
- **Development fees:** \$1,852,860 (multifamily component)

PROJECT EXPERIENCE / The National Park Seminary

Project Funding Sources and Amounts (Phase One):

- Multifamily First Mortgage: \$4,020,000
- Construction Loan: \$20,361,000
- Federal Historic Tax Credits: \$4,450,000
- Affordable Housing Tax Credits: \$8,875,000
- State of Maryland Historic Tax Credits: \$2,250,000
- Save America's Treasures: \$300,000
- State Brownfield Redevelopment Loan: \$600,000
- New Construction Townhomes: \$66,630,982
- County Affordable Housing Loan: \$1,250,000
- County Transitional Housing Loan: \$750,000
- Sale of Historic Homes: \$3,850,000
- Equity: \$10,000,000

Challenges Associated with this Project (Phase One):

- Neighborhood support for increased density and mixed income
- Locating and providing a transitional housing shelter within the development
- Relocating and reconstructing US Army utilities
- Including buried storm structures and BMPs to reduce runoff impacts to the neighboring stream valley
- Prolonged rezoning and CDP/FDP process due in part to policy changes at the County
- PCB cleanup requiring an ESCA with the US Army
- SVOCs, LBP and asbestos remediation
- Removing wildlife, feral cats, rodents, and other pests within the structures
- Abhorrent condition of the structures following decades of neglect, including collapsing floors from roof leaks, water leaks and steam damage
- Retention of the Historic Glen, with its stream buffers, wooded steep slopes limiting development opportunities
- Historical site context limiting height, scale and location of new development
- Completing the construction as the builder and many subs were going out of business
- Contractor theft and subcontractor settlements
- Selling the completed condominiums following the

recession of 2008

- Maryland Condominium Laws related to extended warranties on historic structures
- Maryland Historical Trust approvals (Tax Credit and Historical Easement Committee)
- Widening of the public roads to create street parking and sidewalks
- Obtaining the density required to provide the financial mechanisms for the retention, rehabilitation and reuse of the historic structures
- Historical statutory that needed to be documented, retained and repaired
- Hidden consideration within historic structures, including inadequate structural members, deteriorated substrates, interconnected buildings with no architectural plans, etc.
- Noise mitigation from the neighboring 495 Beltway
- Repair or reconstruction of completed work due to damage from casualties, including Snomageddon, the DC Earthquake, flooding of six floors from a burst pipe in the attic and two fires
- Removal of the mature trees that posed a threat to historic structures and protecting others during site work and building restoration
- Obtaining and structuring the numerous funding sources including LIHTCs, Save America's Treasures Grant, Brownfield Loan, State and Federal Historic Tax Credit equity, developer and co-developer equity, sales proceeds, bridge loans, permanent debt, and affordable and transitional housing loans

Development Structure (Phase One):

- **Whether the project was in response to an open solicitation:** The project was awarded through a competitive RFP process wherein the County selected The Alexander Company after first narrowing the field to two developers and then conducting a series of developer presentations and Q&A sessions with stakeholder groups. The property was transferred to the County and then to The Alexander Company in a simultaneous closing.

PROJECT EXPERIENCE / The National Park Seminary

Total consideration to the government, including but not limited to:

- **Land value amount, methodology for establishing amount, timing of payments:** The land value was zero (given the challenges listed above). The County's goal was to transfer the property without providing any subsidy or incurring any liability for upkeep.
- **Affordable housing:** A transitional housing shelter was constructed to provide beds for 25 individuals with supportive services. 56 of the 66 apartments constructed within the main building were set aside as affordable to those who earned 60% of the County's AMI.
- **Other public benefits - list and identify the cost of each:** Public parking was provided on the public street as well as visitor parking on a private road for the Rock Creek Park trailhead. The Ballroom was fully restored and put into service for community events and can be reserved for a nominal fee. A community room and fitness center were provided for members of the master association, including the residents of the apartments and transitional housing shelter. The Historic Glen was retained and bridges and pathways reconstructed to allow access from the developed area. An interpretive trail was constructed to educate pedestrians about the historic structures, statuary and site features. The site and designated areas within the historic structures are subject to an easement by the Maryland Historical Trust allowing public access. Funding was provided to the neighboring civic groups as a reimbursement for tot lot equipment at a neighborhood park.

If the project received public financial assistance, provide the following information:

- **Type of public financial assistance:** A PILOT was established for the historic multifamily component. The other historic components receive a partial property tax abatement based on the enrollment in MDEs Voluntary

Cleanup program and/or as allowed for qualifying exterior improvements made to contributing historic structures in the historic district.

- **Amount of assistance/subsidy:** The PILOT yields \$47,600 annually to the County for a period of 10 years and provides the County with transitional housing at no cost. The abatement amount for the historic condominiums is unknown. The new construction components received no subsidy.
- **Timing of assistance:** PILOT and abatement began upon certification of the completed work.
- **Initial proposed amount, timing, and terms:** same as above
- **Final negotiated amount, timing, and terms:** same as above

Any factual measures of success (Phase One):

- **Initial budget vs final cost:** The initial budget was exceeded by \$2.6 million, requiring a Capital Contribution from The Alexander Company, as developer, due to many of the challenges listed previously.
- **Project Net Operating Income (NOI) for first stabilized year (and projected year) vs. actual stabilized NOI (and actual year of stabilization):** The projected NOI for the project was \$447,056. The actual NOI for the first stabilized year was \$390,863.
- **Satisfaction of public entity:** Montgomery County was very pleased with the completed project.
- **Schedules and deadlines:** The deadline for all components, except the historic condominiums, was met. The completion of the historic condominiums lagged by nearly a year as that construction sequencing followed the completion of the site work, apartments and townhomes and were subject to all of the casualties identified in the previously provided list of challenges.

PROJECT EXPERIENCE / The National Park Seminary





NATIONAL PARK SEMINARY
REDEVELOPMENT



PROJECT EXPERIENCE / The National Park Seminary

PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development



165 Apartments | 157 Townhomes | 24 Single-family Homes | 6 Condos | 174,000 SF Retail & Office Space | \$180 Million Project Cost | Lorton, VA

Located outside the District of Columbia in Fairfax County, Virginia, the historic Lorton Prison, originally commissioned by Theodore Roosevelt in the early 20th century and listed on the National Register of Historic Places, is undergoing extensive redevelopment. In a public-private partnership, The Alexander Company, Elm Street Development and Fairfax County are transforming the unique prison complex into Liberty - a vibrant hub of community residences, office, retail, and green space.

Sitting along I-95, a main commuting route for the District of Columbia Metro Area, the new community will have all the conveniences of urban living - access to major commuting transportation routes, everyday shopping, urban amenities, etc. - all while retaining a beautifully natural and historic character.

Deeply rooted in history, but looking towards the future, this creative community hub will inspire residents and visitors to gather together to live, work, play and thrive.

PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development

Name/Address/location of the project:

Liberty, 9380 Quadrangle Street, Lorton, VA 22079

Master Development team members:

- **Lead developer:** The Alexander Company and Elm Street Development
- **Project architect:** The Alexander Company, Lessard Design, and Bignell Watkins Hasser
- **General contractor:** Southway Builders, Van Metre Homes, and William A. Hazel
- **Lender(s):** VHDA, United Bank, and Sterling Bank
- **Equity provider(s):** Affordable Housing Partners and Nationwide Insurance

Site plan, photographs, and project renderings:

See pages 36 and 37.

Relevance to this solicitation:

- Extensive stakeholder outreach
- Adaptive reuse of existing site features
- Historic preservation of existing site features
- Inclusion of public and private uses and spaces
- Provides housing for a broad range of age/income levels
- Provides multi-modal access connecting the site to the larger community
- Use of high-quality building and site design complementing the historic nature of the site
- Inclusion of open spaces for active and passive recreation and preservation of natural resources
- Coordinated and integrated phasing of development

Reference names and contact information:

Chris Caperton
Fairfax County Department of Planning & Zoning
12055 Government Center Pkwy #801, Fairfax, VA 22035
(703) 324-1375 chris.caperton@fairfaxcounty.gov

Community outreach initiatives:

Project Advisory Citizen's Oversight Committee was formed to meet with County staff and the development team.

Presentations were made to them, the South County Federation, Lorton Heritage, the Architectural Review Board, and various other stakeholder groups.

Evidence of design excellence and inclusion of sustainable design features:

The Proffers included various Green Building and Energy Star standards. BMPs were utilized to improve upon predevelopment storm water runoff.

Development Scope:

- **Land area:** approximately 80 acres
- **Square footage of buildings:** approximately 933,876 SF
- **Residential unit mix:** 81 market rate apartment homes, 44 apartments under the 50% AMI program, 40 apartments under the 120% AMI program, 157 townhomes, 24 single-family homes, and 6 historic condos
- **Non-residential use mix:** 50,212 SF of civic and community spaces, 174,000 SF of retail and commercial.
- **Parking spaces and orientation:** 1,168 surface spaces, 362 garage spaces, 19 below-grade spaces.
- **Construction type:** Low-rise.

Development Costs:

- **Total project development costs:** \$192 million
- **Hard costs by product type:** Multifamily \$55.32 million or \$212/SF, Townhomes \$69.1 million or \$170/SF, Single-family homes \$13.4 million or \$159/SF
- **Soft costs:** Site work and infrastructure \$25.49 million, site design/engineering \$3.9 million, demolition/stabilization \$4.1 million, County fees \$2.4 million
- **Development fees:** Multifamily development fees (100% deferred) \$4.94 million, P&O for SF homes and townhomes, TBD.

Project Funding Sources and Amounts:

- Multifamily:
 - VHDA Bond Financing: \$23.40 million
 - Deferred Development Fees: \$4.9 million
 - State Historic Equity: \$11.98 million

PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development

- Federal Historic Equity: \$9.33 million
- Federal LIHTC Equity: \$3.49 million
- Join Venture Equity: \$1.28 million
- Other sources including Site/Infrastructure:
 - County Contribution: \$12.8 million
 - Private Debt (United Bank): \$26.8 million
 - Developer Equity: \$2.5 million
- Townhomes and Single-family Home Construction:
 - Unknown - Van Metre Homes
- Retail/Office:
 - TBD - Phase 2

Challenges Associated with this Project:

- Historic approvals required for adaptive reuse and especially for infill construction (ARB, SHPO and NPS)
- Limited develop-able area to provide needed density while retaining historic and natural features
- Issues with land lease and lender requirements especially pertaining to the required use of casualty proceeds.
- Open RCRA requiring additional environmental testing, remediation, soil gas exhaust systems, and soil management plan.
- Numerous (60+) buildings and site features to document, protect, and coordinate construction activities.
- Timing issues relating to unfavorable and frozen equity markets following the recession and the Historic Boardwalk case until a safe harbor was created by the treasury for treatment of state tax credit equity
- Creating a financial structure with multiple funding sources that would allow the County's contribution to be minimized. The structure permitted the County's dollars to be fully utilized without decreasing the basis for State and Federal Tax Credit Equity.
- Coordinating construction activities in and around the historic structures with that of the utility work and site improvements.

Development Structure:

- **Whether the project was in response to an open solicitation:** The Master Planning award was in response to

an open solicitation. The Master Development Agreement was negotiated with the County to implement the Master Plan.

Total consideration to the government, including but not limited to:

- **Land value amount, methodology for establishing amount, timing of payments:** The property was leased for the historic elements at \$1.00. The land for the balance of the site was transferred for \$1.00. An open-book set of projections, including sources and uses was provided periodically for the County and its consultant (Alvarez and Marsal) to review, confirming and validating the gap funding requirement.
- **Affordable housing:** The affordable housing meets the County's ADU requirements for the site and provides additional units at 120% AMI.
- **Other public benefits:**
 - The members of the Master Association will have access to the pool and fitness center.
 - The Master Association will maintain and provide public access to the central green, interpretive center and a link to the Cross County Trail.
 - Most all of the restored and re-purposed historic structures on the site will be fully restored and are subject to a ground lease in which the County will be the full beneficiary at the end of its term.
 - The combination of the County fees and taxes, coupled with the elimination of maintenance expenditures that the County will no longer be burdened with, create a payback of approximately five years on its investment.

If the project received public financial assistance, provide the following information:

- **Type of public financial assistance:** See above. Bonds are guaranteed by VHDA. No PILOT or TIF was used.
- **Amount of assistance/subsidy:** The County's contribution

PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development

is \$12.8 million over both phases of the project.

- **Timing of assistance:** Infrastructure improvements are reimbursed only after completed and after matching funds have been expended.
- **Initial proposed amount, timing, and terms:** \$9-\$13 million (2009). No specific terms related to timing.
- **Final negotiated amount, timing, and terms:** \$12.8 million (2015).
-

Any factual measures of success (Phase One):

- **Initial budget vs final cost:** \$148 million budgeted in 2009. \$192 million current budget with no increase to County participation.
- **Project Net Operating Income (NOI) for first stabilized year (and projected year) vs. actual stabilized NOI (and actual year of stabilization):** The projected NOI for Multifamily is \$1.84 million (\$330,000 cash flow) for 2018. The actual NOI is yet to be determined.
- **Satisfaction of public entity:** We believe that the County is pleased with the development and our performance under the Master Development Agreement and Ground Lease.
- **Schedules and deadlines:** The project completion is a few months behind the projected completion dates, but well within the commitments made to other stakeholders and the County.

PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development





LEGEND

- ADAPTIVE REUSE RESIDENTIAL BUILDING
- ADAPTIVE REUSE COMMERCIAL BUILDING
- ADAPTIVE REUSE COMMUNITY AND CIVIC BUILDING OR FEATURES
- NEW BUILDING - COMMERCIAL
- NEW RESIDENTIAL ATTACHED
- NEW RESIDENTIAL LOT
- ADAPTIVE REUSE OPEN SPACE

LAUREL HILL
ILLUSTRATIVE SITE PLAN

MARCH 2014



PROJECT EXPERIENCE / Liberty at Laurel Hill Master Development

PROJECT EXPERIENCE / Courthouse Lofts



176 Apartments | 12,000 SF Commercial | \$40 Million Project Cost | Kansas City, MO

Located downtown in Kansas City, Missouri, the former Federal Courthouse was deemed surplus and left vacant when new facilities were built nearby. Constructed in the late 1930s and having hosted Harry Truman's offices as well as cases tried by Thurgood Marshall, the building is steeped in history. The Courthouse is ideally situated along the business district's primary thoroughfare between the River Market and the city's entertainment district, making its rehabilitation a key contributor to Kansas City's downtown renaissance.

After the Professional Building Lofts, the Courthouse Lofts mark the second historic adaptive reuse of a structure completed by The Alexander Company in downtown Kansas City. Completed in 2011, the Courthouse Lofts consist of 176 workforce housing multifamily apartments and 12,000 square feet of commercial space.

PROJECT EXPERIENCE / Professional Building Lofts



132 Apartments | 11,000 SF Commercial | \$21 Million Project Cost | Kansas City, MO

The Alexander Company undertook an aggressive project to redevelop one of the most blighted structures in downtown Kansas City, Missouri. The redevelopment of the Professional Building brought high-quality affordable, housing to the downtown area and drastically improved the appearance and utility of one of the downtown's major thoroughfares.

The Professional Building's location in Kansas City's Central Business District makes it ideally situated to constructively build on the renaissance occurring in the city's South Loop, which now includes the new entertainment district, the Sprint Center, and H & R Block's world headquarters - all developed after the Professional Building's preservation. Residents of the Professional Building Lofts benefit from a variety of recently completed projects and ambitious new investments as well as convenient access to employment and transportation options. All of these factors working together promise to make the resurgent downtown of Kansas City a 24/7 destination.

PROJECT EXPERIENCE / Kansas City Master Development

Name/Address/location of the project:

Courthouse Lofts, 811 Grand Blvd, Kansas City, MO
Professional Building Lofts, 1103 Grand Blvd, Kansas City, MO

Master Development team members:

- **Lead developer:** The Alexander Company
- **Project architect:** The Alexander Company
- **General contractor:** Barsto Construction
- **Lender(s):** US Bank, Homesteading of Kansas City, Missouri Housing Development Commission
- **Equity provider(s):** US Bank, Wachovia Securities (now Wells Fargo)

Site plan, photographs, and project renderings:

See pages 49 through 51.

Relevance to this solicitation:

- Extensive stakeholder outreach
- Adaptive reuse of existing site features
- Historic preservation of existing site features
- Inclusion of public and private uses and spaces
- Provides housing for a broad range of age/income levels
- Provides multi-modal access connecting the site to the larger community
- Use of high-quality building and site design complementing the historic nature of the site
- Inclusion of open spaces for active and passive recreation and preservation of natural resources
- Coordinated and integrated phasing of development

Reference names and contact information:

Donovan Mouton (formerly with Kansas City Mayor's Office)
Mouton Consulting Group, LLC
929 Walnut Suite 4107, Kansas City, MO 64106
(816) 719-0015 donovan.d.mouton@gmail.com

Community outreach initiatives:

Redevelopment of this complexity requires support from the public to be successful. Countless hours over a period of

years were spent to gain the support of the public through neighborhood meetings, associations, and public hearings. The Mayor stated definitively that this project was one of the top priorities in the city for affordable housing projects. Multiple agencies and units of government worked diligently and cooperatively to make this happen. For example:

- The City did an RFP and selected the developer
- The City created a redevelopment district for the block
- The GSA agreed to deed Courthouse real estate for no consideration to the Planned Industrial Expansion Authority (PIEA)
- The PIEA agreed to take title and lease the property to the development entity and provide tax abatement
- The National Park Service approved the Plan for Preservation and Use (PPU)
- The State DED agreed to provide bond volume cap
- The State Historic Preservation Agency approved the historic Part 1 and Part 2 preservation applications
- The general contractor bid the job and worked hard with all the subcontractors to value engineer the scope of work
- Some of the local unions agreed to cooperative agreements to make the project viable.
- The project architects worked diligently for months with the local building inspection department to work through the building code issues so that the City can issue the building permit.
- The City approved multiple zoning variances to allow the intended reuse.
- MBE/DBE contractors were hired for a significant portion of the work

Evidence of design excellence and inclusion of sustainable design features:

- Affordable Housing Finance's Readers' Choice Award

Development Scope:

- **Land area:** get from design
- **Square footage of buildings:** get from design
- **Residential unit mix:** 308 apartment homes affordable

PROJECT EXPERIENCE / Kansas City Master Development

to those earning no more than 60% of County Median Income

- **Non-residential use mix:** 12,000 SF of office space at Courthouse Lofts and 11,000 SF of retail space at the Professional Building (23,000 SF total)
- **Parking spaces and orientation:** 165 interior stalls and 11 surface stalls at the Courthouse. 150 surface stalls at the Professional Building.
- **Construction type:** High-rise

Development Costs:

- **Total project development costs:** \$60,950,000
- **Hard costs by product type:** \$42,650,000
- **Soft costs:** \$11,350,000 including reserve funds
- **Development fees:** \$6,950,000

Project Funding Sources and Amounts:

- Tax Exempt Bonds: \$10,735,000
- HOME: \$535,000
- TCAP/Reserve: \$8,500,000
- Deferred fees: \$1,480,000
- Equity: \$39,700,000

Challenges Associated with this Project:

When we started working in Kansas City, the City had fallen on hard times and numerous historic buildings were vacant and obsolete. The Professional Building had been completely empty for over 20 years and was subject to enforcement action under the City's dangerous building ordinances. The 15-story building was dropping bricks and glass onto the sidewalks below and was in a severe state of disrepair. Two parking garages adjacent to the building had outlived their useful lives and were bank-owned. The garages were ultimately demolished to make way for surface parking to serve the Professional Building and its revitalization to its former grandeur. Similarly, the former Federal Courthouse and post office was vacant and blighted. The 10-story building had a footprint that covered an entire city block and there was minimal opportunity for parking to serve the building. The

basement level and former mail sorting facility on the first floor were converted to parking to serve the building. However, more than 25 columns had to be relocated to accommodate drive aisles, with new transfer beams and columns constructed to hold the structure above.

Development Structure:

- **Whether the project was in response to an open solicitation:** The General Services Administration conducted numerous RFPs over the years in an attempt to find a use for the Courthouse property before ultimately deeding the property to the Planned Industrial Expansion Authority of Kansas City.

Total consideration to the government, including but not limited to:

- **Land value amount, methodology for establishing amount, timing of payments:** The Courthouse property was leased from the Planned Industrial Expansion Authority for \$1.00. The Professional Building was leased from a private entity for 160 years for a nominal amount.
- **Affordable housing:** All 308 units are affordable, rent-restricted units.
- **Other public benefits - list and identify the cost of each:** The redevelopment created new energy in a blighted section of the Central Business District and served as a catalyst for additional redevelopment of adjacent and surrounding properties to occur. The project provides housing that will attract and retain a viable workforce within the urban core, encouraging active street level use through the commercial space to be located in the first floor of the building and supports the city's priority of making the downtown a 24-hour destination. The creation of additional workforce housing opportunities in the downtown was seen as critical to support existing economic development efforts in which the City has made an extraordinary investment.

PROJECT EXPERIENCE / Kansas City Master Development

If the project received public financial assistance, provide the following information:

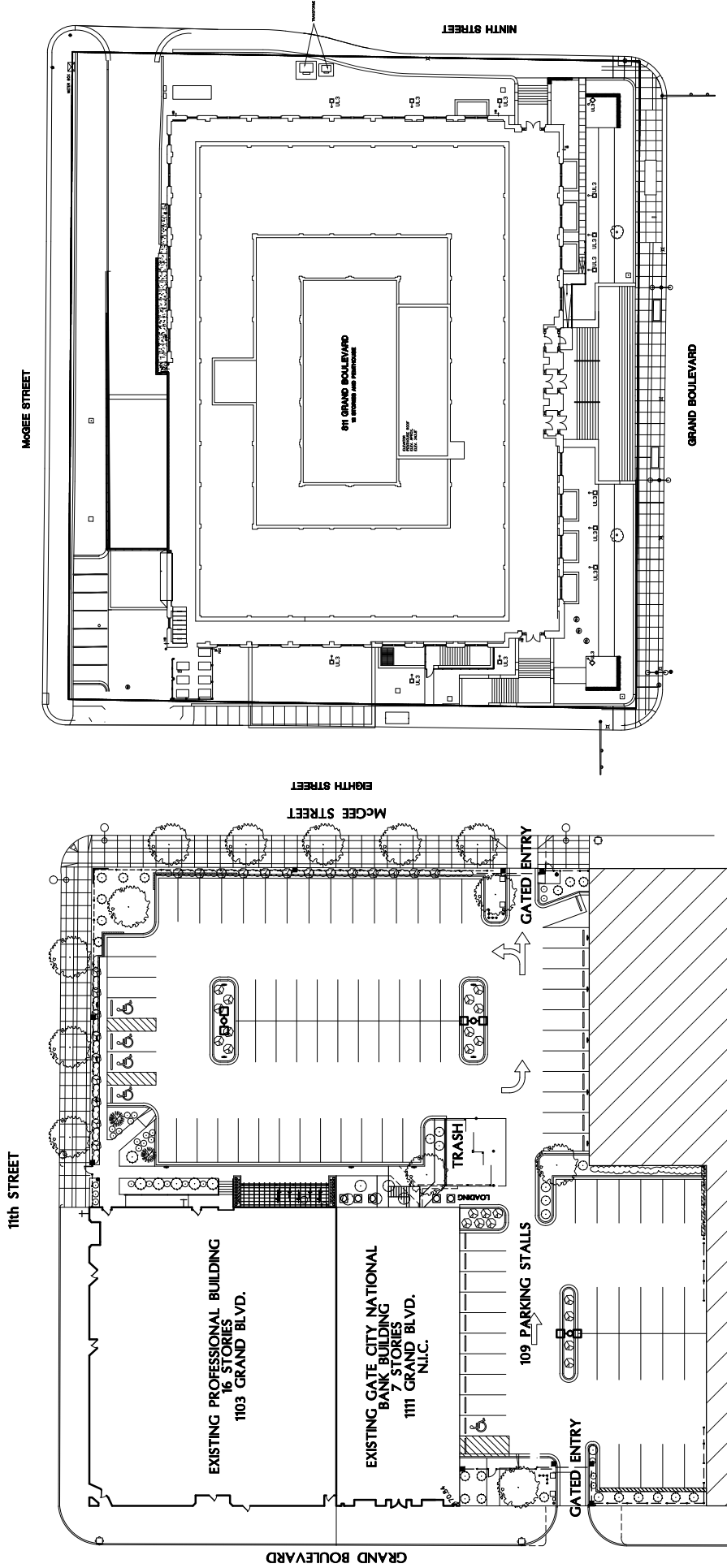
- **Type of public financial assistance:** Both the Courthouse and Professional Building projects received 25-year real estate tax abatement from the City as the City's primary contribution. State and Federal incentives included State and Federal Historic Tax Credits, State and Federal affordable housing credits, tax exempt bonds with mortgage insurance from HUD and a small home loan. After closing the Professional Building transaction but days before the scheduled closing of the Courthouse with Wachovia Securities as the lead investor, Wachovia Securities failed along with many others during the financial meltdown of the great recession. We were able to secure a new investor for the Courthouse during the recession with the help of Federal stimulus funds to fill the additional gap.
- **Amount of assistance/subsidy:** See project funding sources above.
- **Timing of assistance:** All funding sources were committed prior to closing.
- **Initial proposed amount, timing, and terms:** same as above
- **Final negotiated amount, timing, and terms:** same as above
-

Any factual measures of success:

- **Initial budget vs final cost:** The project was completed within budget.
- **Project Net Operating Income (NOI) for first stabilized year (and projected year) vs. actual stabilized NOI (and actual year of stabilization):** The properties have performed as expected and all debt service payments have been timely made.
- **Satisfaction of public entity:** Both phases of the development received strong support from the City of Kansas City along with State and Federal representatives. Grand opening celebrations were well attended with local,

State and Federal representatives speaking at the event. The project won many local and national awards, as outlined above.

- **Schedules and deadlines:** Like virtually all development pending during the financial meltdown of the great recession, the Courthouse transaction was delayed as new investors were secured. Once the transaction closed in 2009, it was promptly completed on schedule.



Courthouse Lofts

Professional Building Lofts

PROJECT EXPERIENCE / Kansas City Master Development

PROJECT EXPERIENCE / Courthouse Lofts



PROJECT EXPERIENCE / Professional Building Lofts



PROJECT EXPERIENCE / Crescent Lofts Master Development



178 Apartments | \$42 Million Project Cost | Completed in 2014 | Davenport, IA

The Crescent Lofts Master Development in downtown Davenport, Iowa is an illustration of The Alexander Company's commitment to the preservation of historic buildings and urban renewal. Located in what was once an area filled with dilapidated vacant warehouses along the Mississippi River, the master development has involved the rehabilitation of five buildings, providing a new housing core of 178 apartments to a previously sterile area.

The Alexander Company's involvement began in 2005 with the former Crescent Macaroni building. Next was Waterloo Mills, which opened in 2006. It was followed by the 4th Street Lofts in 2008, Kerker Lofts in 2012, and the 5th Street Lofts in 2014.

Structures were converted into stylish loft apartments complimented by historical features such as exposed brick walls and concrete pillars, as well as a rooftop deck with views of the river, a resident lounge and a fitness center. Streetscapes have also been revamped through a partnership with the City of Davenport, making the area pedestrian friendly.

PROJECT EXPERIENCE / Crescent Lofts Master Development

Name/Address/location of the project:

Crescent Lofts, 500 Iowa Street, Davenport, IA 52801

Master Development team members:

- **Lead developer:** The Alexander Company
- **Project architect:** The Alexander Company
- **General contractor:** Estes Construction
- **Lender(s):** Wisconsin Bank & Trust and US Bank
- **Equity provider(s):** Dubuque Bank & Trust, Commerce Bank, National Equity Fund, EMC Insurance, and American Family Insurance

Site plan, photographs, and project renderings:

See pages 55 through 57.

Relevance to this solicitation:

- Extensive stakeholder outreach
- Adaptive reuse of existing site features
- Historic preservation of existing site features
- Inclusion of public and private uses and spaces
- Provides housing for a broad range of age/income levels
- Use of high-quality building and site design complementing the historic nature of the site
- Inclusion of open spaces for active and passive recreation and preservation of natural resources
- Coordinated and integrated phasing of development

Reference names and contact information:

Bruce Berger, City of Davenport
226 West Fourth Street, Davenport, IA 52801
(563) 328-6706 beb@ci.davenport.ia.us

Community outreach initiatives:

The development team met with the mayor and council members, neighborhood groups, and various city commissions in public hearing formats.

Evidence of design excellence and inclusion of sustainable design features:

- Affordable Housing Tax Credit Coalition's Metropolitan/Urban Housing Award

- Margaret Keyes Historic Preservation Award
- Iowa Finance Authority's HousingIowa Award
- Davenport, Iowa's Best Development Award
- The Landmarks Preservation Council's Preservation Award
- National Association of Women in Construction's Lorraine D. Wright Award of Merit

Development Scope (Phase One):

- **Land area:** approximately 3.95 acres
- **Square footage of buildings:** approximately 210,000 SF
- **Residential unit mix:** 178 multifamily units total, with 62 market-rate units, 30 80% AMI units, 78 60% AMI units, 7 50% AMI units, and one manager unit.
- **Non-residential use mix:** Non-residential use consists of approximately 4,000 SF consisting of leasing offices, community rooms, and fitness centers.
- **Parking spaces and orientation:** Approximately 163 surface parking spaces and 68 below grade parking spaces.
- **Construction type:** Combination of mid-rise and low-rise

Development Costs:

- **Total project development costs:** \$32.86 million
- **Hard costs by product type:** \$25.17 million
- **Soft costs:** \$6.52 million
- **Development fees:** \$4,045,000

Project Funding Sources and Amounts:

- 1st Mortgage: \$5,152,250
- Federal Tax Credit Equity: \$13,951,276
- CDBG - DR: \$3,732,000
- CDBG - HR: \$1,600,000
- Sales Tax Rebate: \$212,527
- Deferred Development Fee: \$754,239
- State Historic Tax Credit: \$4,324,064
- Deferred Design Fee: \$385,600
- Enterprise Zone Credits: \$861,394
- Brownfield Credits: \$287,512
- Owner Equity: \$272,218
- Energy Rebate: \$19,800
- HOME Loan: \$900,000

PROJECT EXPERIENCE / Crescent Lofts Master Development

Challenges Associated with this Project:

- Unproven market, no nearby private multifamily development in nearly 30 years
- Required changes to be made to the Qualified Application Plan for LIHTCs to allow the cost cap to be reduced by the amount of historic equity
- Required legislative changes to the State Historic Tax Credit, increasing annual allocation
- Dilapidated and insufficient infrastructure, including a lack of sidewalks, broken street lights, and deteriorated public utilities
- Perceived high-crime area required rooftop amenities, secured parking, and an on-site manager
- Condition of buildings, delaminating concrete, deteriorated steel windows, masonry, etc.
- Low comparable market rents and affordable housing rent levels requiring layers of soft debt and equity.

Development Structure:

- **Whether the project was in response to an open solicitation:** There was an open solicitation related to the award of CDBG-DR funding through IDDED, requiring our project to first be selected through a competitive RFP process by the City of Davenport.

Total consideration to the government, including but not limited to:

- **Land value amount, methodology for establishing amount, timing of payments:** Market values, negotiated through a broker with the sellers. It's important to note that many of the buildings were facilitated through offers to purchase that were later assigned to The Alexander Company. The City did not have any financial exposure and did not receive consideration in the acquisition.
- **Affordable housing:** Affordable housing is provided at three different income levels, as outlined above.
- **Other public benefits - list and identify the cost of each:** Again, because of the perception of high crime in the area, public spaces were limited to the residents and their guests and were located largely within the buildings or on the rooftops. Neighboring community investment within the Central Business District and along the

Mississippi Riverfront have provided many public facilities and amenities. The property assessments within the historic Crescent Warehouse District have increased by 1,000% since the first acquisition and the safety of the neighborhood has increased dramatically.

If the project received public financial assistance, provide the following information:

- **Type of public financial assistance:** CDBG-DR, CDBG, Real Estate Tax Abatement, Federal Historic Tax Credit, State Historic Tax Credit, Enterprise Zone Credits, Sales Tax Rebate, Brownfield Tax Credits, and HOME Loan.
- **Amount of assistance/subsidy:** Outlined above.
- **Timing of assistance:** Most assistance was received after completion. 90% of the CDBG-DR and CDBG-HR assistance was received during construction with 10% received at completion.
- **Initial proposed amount, timing, and terms:** All project funding sources were as proposed, except that minor overages were covered with additional equity and/or deferred developer fees as needed.
- **Final negotiated amount, timing, and terms:** Initial terms were not renegotiated, except the CDBG and HOME Loan amortization schedule and interest rates were modified in the first two phases of the project to help provide sufficient cash flow, due to timing issues as a result of property tax abatement delays.

Any factual measures of success:

- **Initial budget vs final cost:** All phases were completed largely on time and within budget.
- **Project Net Operating Income (NOI) for first stabilized year (and projected year) vs. actual stabilized NOI (and actual year of stabilization):** The actual NOI for the first year of stabilization was 6% higher than anticipated.
- **Satisfaction of public entity:** The City of Davenport was extremely pleased with the project and the transformation of the Historic Crescent Warehouse District which has spurred the private investment of many other developers. The former mayor gave special credit to The Alexander Company for the transformation.
- **Schedules and deadlines:** Completion schedules and deadlines were met in each phase.



PROJECT EXPERIENCE / Crescent Lofts Master Development

PROJECT EXPERIENCE / Crescent Lofts Master Development



PROJECT EXPERIENCE / Crescent Lofts Master Development



PROJECT EXPERIENCE / Evans Farm



144 Single-family, townhouse and multi-family units | McLean, VA

This 24-acre property is located in the heart of McLean between Dolly Madison Boulevard and Chain Bridge Road. The development features 144 units, including single family, townhouse, and multi-family units with an affordable component.

The outstanding design allowed the preservation of existing trees, the Millhouse, the Stonehouse, and a farm pond. These existing structures were successfully integrated into the site plan.

Evans Farm boasts an outstanding 31% open space ratio. Several beautifully designed pocket parks are spread out throughout the community for the enjoyment of residents and visitors.

Development work began in January 2001, with the last house completed in 2008. Prices ranged from \$1 million to over \$2.5 million.

PROJECT EXPERIENCE / Evans Farm

Name/Address/location of the project:

Evans Farm in McLean, Virginia

Master Development team members:

- **Lead developer:** Elm Street Development and West*Group
- **Project architect:** Lessard Design and Pinncale Design & Consulting
- **Land Planning:** Duany Plater-Zyberk & Company
- **Builder:** Craftmark Homes, a related party to Elm Street Development
- **Lender(s):** SunTrust Bank
- **Equity provider(s):** Elm Street Development and West*Group

Site plan, photographs, and project renderings:

See pages 60 through 68.

Relevance to this solicitation:

- Extensive stakeholder outreach to adjacent property owners and the broader community
- Adaptive reuse of existing site features
- A creative ADU component: low income senior housing, using HUD financing, in collaboration with an adjacent non-profit

Evidence of design excellence and inclusion of sustainable design features:

- 2010 Fairfax County Exceptional Design Awards Program
- Honorable Mention - Historical / Adaptive Reuse

Development Scope:

- **Land area:** approximately 24 acres
- **Residential unit mix:** 46 single family detached homes, 64 single family attached homes, 16 market-rate multifamily condominiums, and 18 ADU multifamily condominiums for senior housing.
- **Non-residential use mix:** 31% of the site (7.6 acres) is open space with pocket parks.
- **Parking spaces and orientation:** The private residences

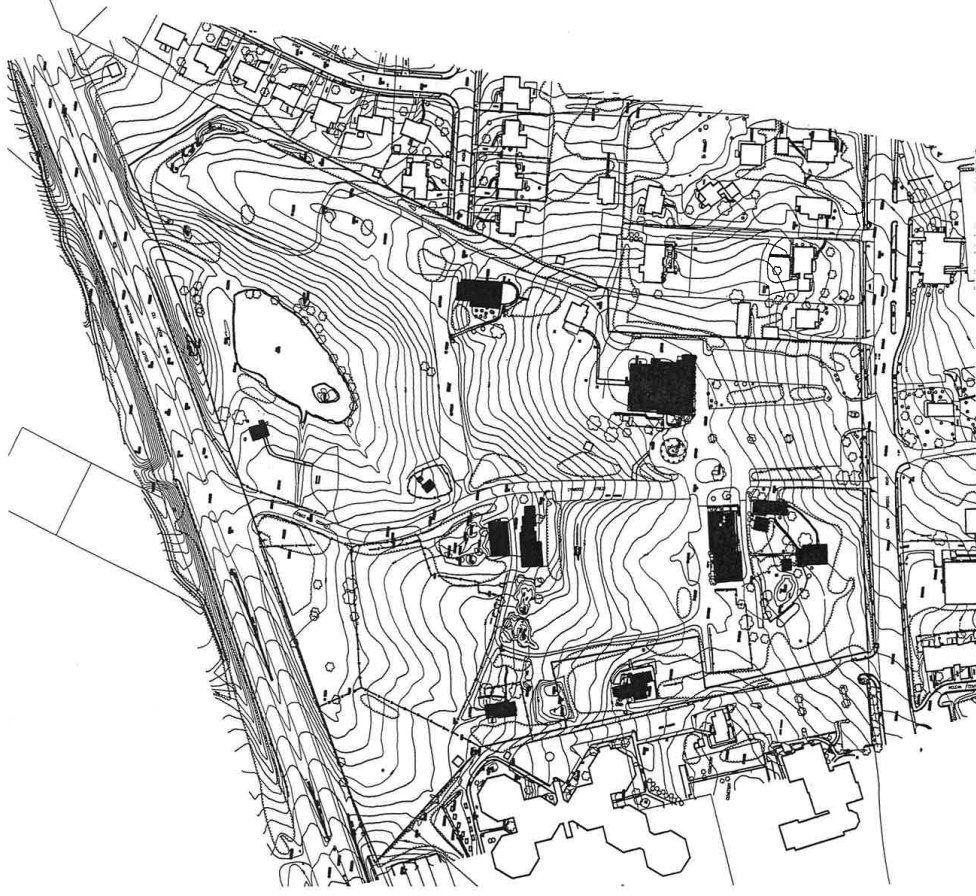
have their own parking spaces. In addition, a 40-space parking lot was constructed for the Lewinsville Presbyterian Church.

- **Construction type:** Low-rise

Unique Features:

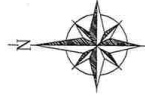
The development plan included the rehabilitation and reuse of existing site improvements as community amenities.

The ADU's were provided in collaboration with the Lewinsville Retirement Residence (LRR), an adjacent non-profit. LRR is a very successful low income senior housing facility with a long waiting list. The development conveyed a developed parcel of land to LRR with utility connections. LRR constructed an 18-unit addition to their existing facility, financed through HUD.



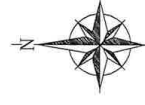
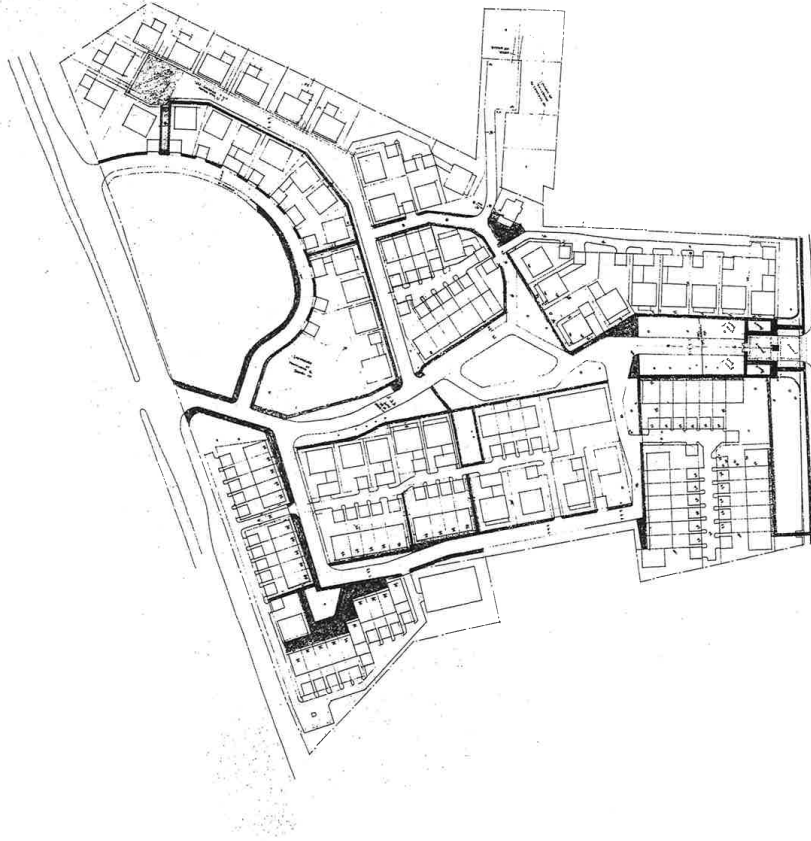
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PROJECT EXPERIENCE / Evans Farm



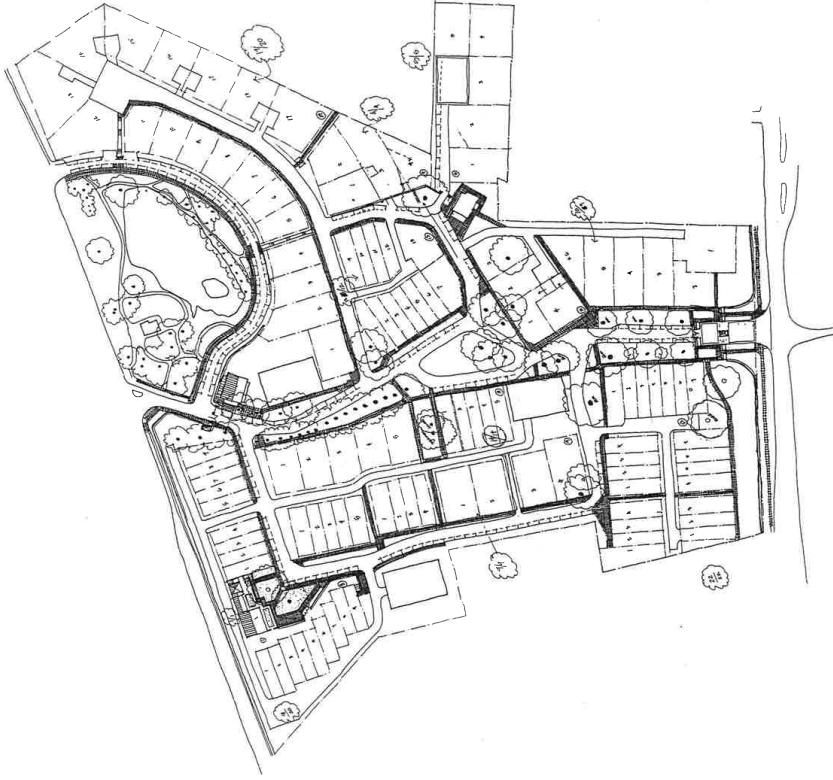
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PROJECT EXPERIENCE / Evans Farm



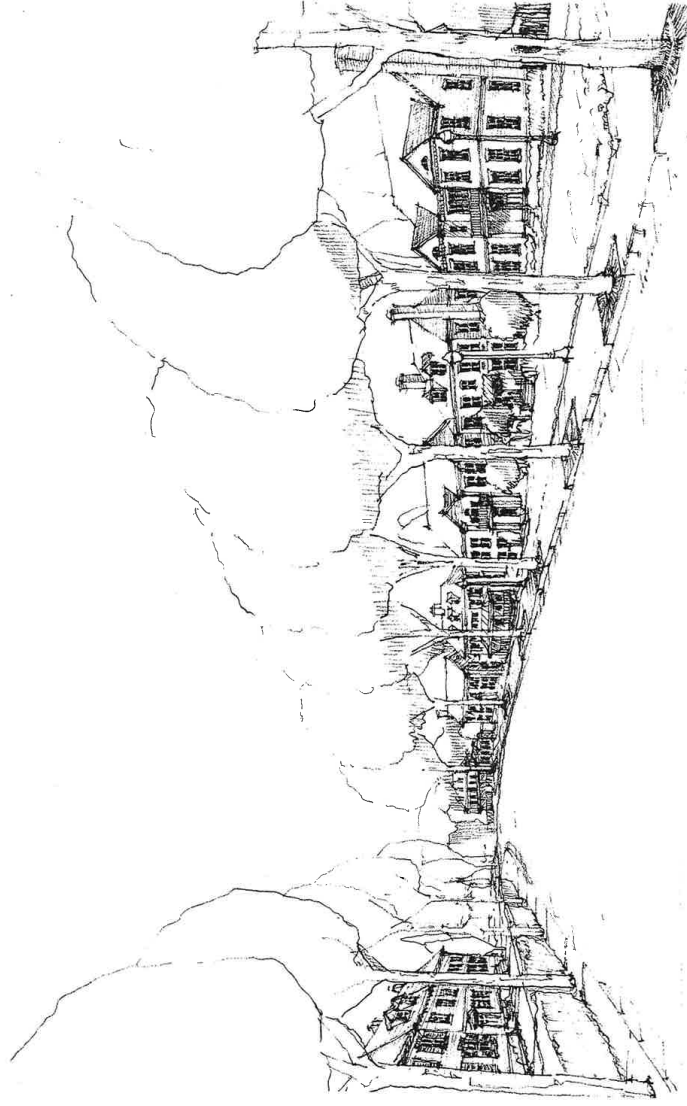
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PROJECT EXPERIENCE / Evans Farm



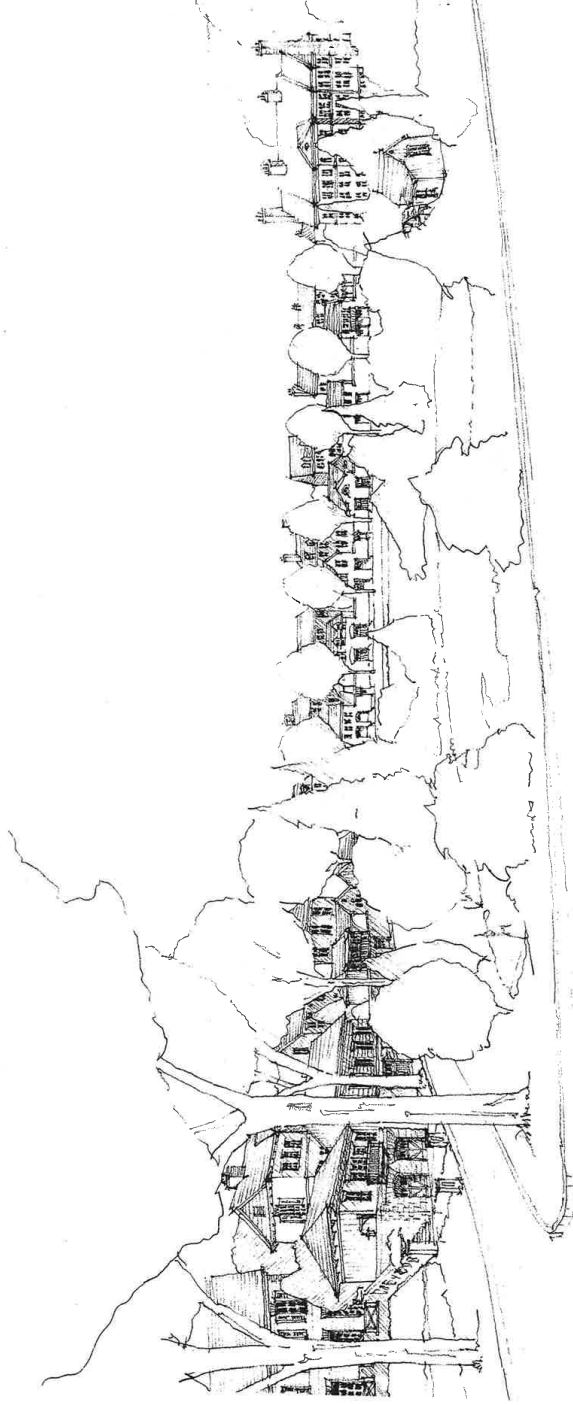
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PROJECT EXPERIENCE / Evans Farm



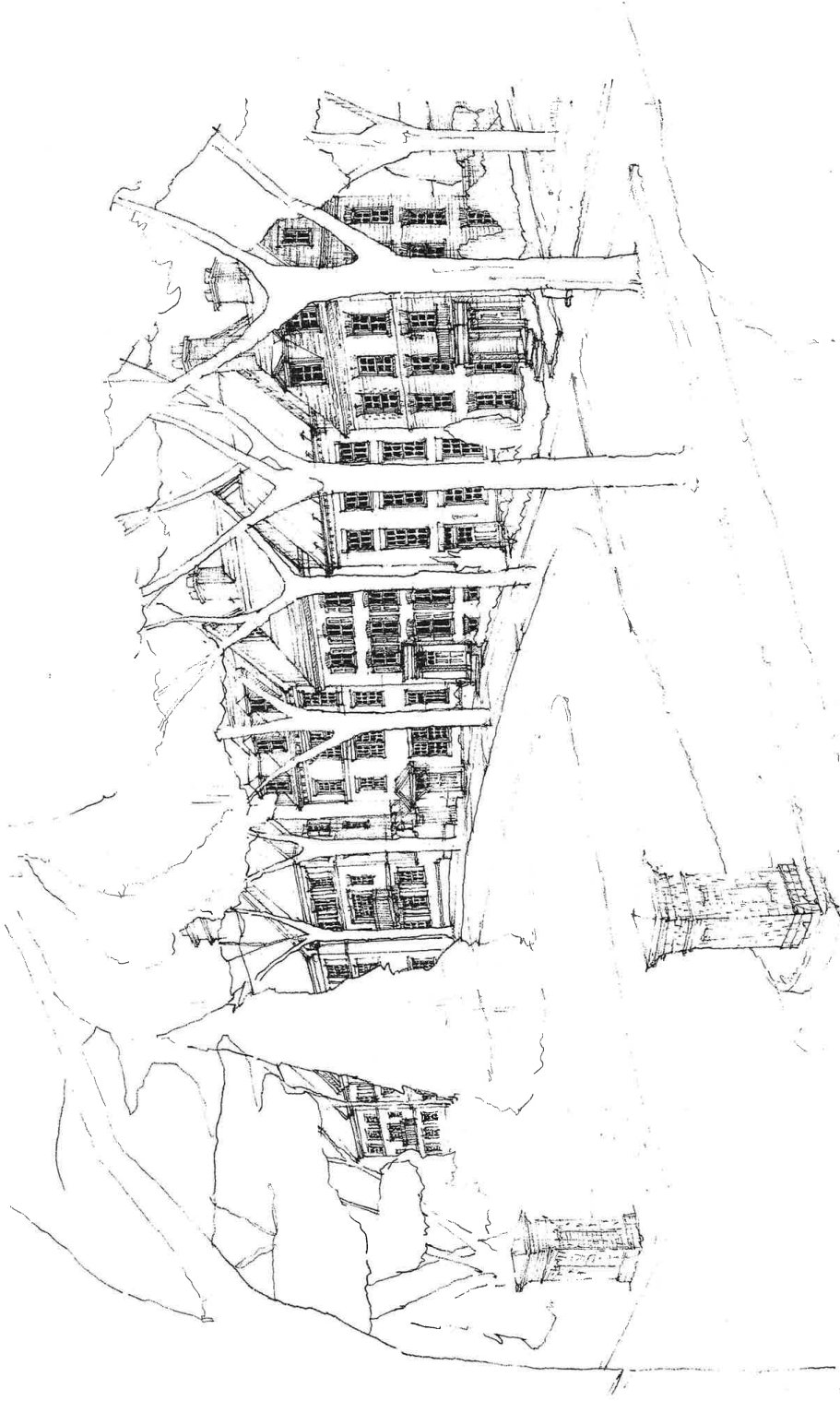
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PROJECT EXPERIENCE / Evans Farm



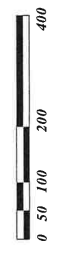
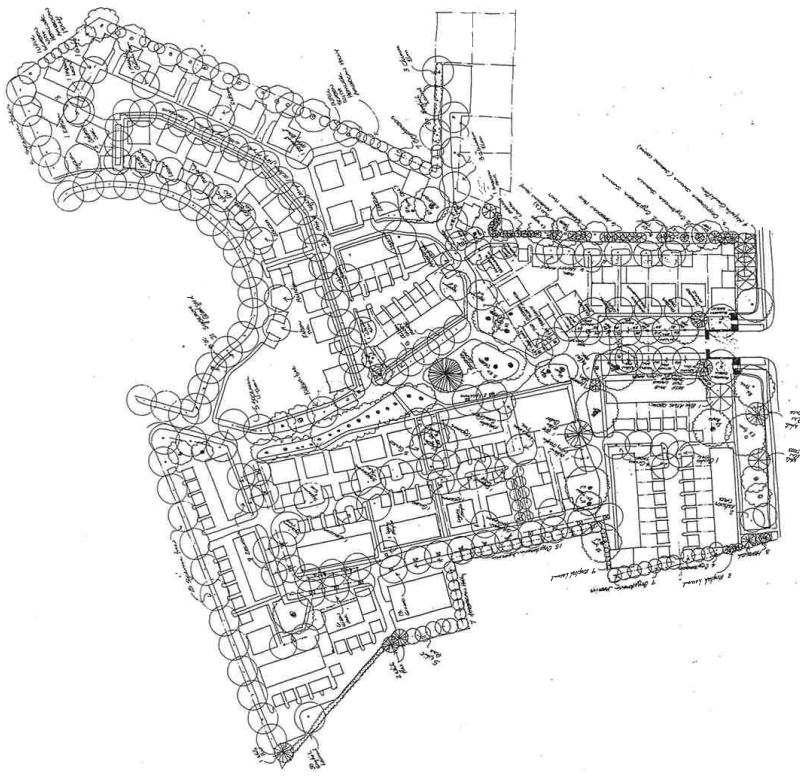
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PROJECT EXPERIENCE / Evans Farm



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PROJECT EXPERIENCE / Evans Farm

PROJECT EXPERIENCE / Evans Farm



Part D

RESUMES OF KEY STAFF



JOSEPH ALEXANDER
President

Joe's duties at The Alexander Company include senior management, development team oversight, stakeholder relations, new project development and operations oversight. He has overseen developments from Kansas City to Washington D.C. to Fort Worth. Joe has diverse experience in real estate administration, government and public relations. He has served as Special Assistant to the Secretary of the United States Department of Health and Human Services, where his duties included consultation and implementation in the areas of general management, budgeting and facilities development oversight.

EDUCATION/TRAINING:

- J.D. - University of Wisconsin-Madison Law School
- B.A. - Political Science and History, University of Wisconsin-Madison

KEY EXPERIENCE:

- Novation Campus Master Development - Madison, WI
- Rail Corridor Master Development - Madison, WI
- Capitol West Master Development - Madison, WI
- Laurel Hill Master Development - Fairfax, VA
- National Park Seminary Master Development - Silver Spring, MD



DAVE VOS, AIA
Development Project Manager

Dave has worked for the Alexander Company for over 25 years. Prior to his current position as a Development Project Manager, he was the Director of its Architectural Division. His positions have encompassed the entire development process including urban planning, acquisition, entitlements, financing, design, construction, lease-up/sales and operations. He has a unique, applied knowledge of building systems and delivery processes, historic building codes, and financing mechanisms.

Dave has represented building owners and developers on the Wisconsin Code Council for both the Historic Building Code and the Alteration/Change of Occupancy Code. He serves periodically as the development expert on Advisory Services Panels for the Urban Land Institute and has testified before the National Park Service and State legislative bodies regarding the application of rehabilitation standards and the impacts of historic tax credit legislation.

EDUCATION/TRAINING:

- University of Wisconsin, Madison School of Engineering
- Madison College Architectural Program

KEY EXPERIENCE:

- National Park Seminary - Silver Spring, MD
- Laurel Hill Master Development - Lorton, VA
- Crescent Lofts Master Development - Davenport, IA
- Rail Corridor Master Development - Madison, WI



DAVE KAUL, AIA
Director of Design and Construction

Dave is responsible for coordinating and allocating design and construction management resources. He is involved in feasibility studies, building and project assessments, programming, design document creation, and construction administration for all Alexander Company projects.

Dave has over 35 years of experience in the field of architecture, giving him expertise in a variety of building types, including master-planned developments incorporating commercial, retail, and industrial spaces. Responsible for the design of over 5,000,000 square feet during his career, his experience has gained him invaluable knowledge of code compliance, local and state approval processes, and the oversight and coordination of subcontractors and consultants.

EDUCATION/TRAINING:

- B.A. - Architecture - University of Wisconsin-Milwaukee

KEY EXPERIENCE:

- Novation Campus Master Development - Madison, WI
- Kansas City Master Development - Kansas City, MO
- National Park Seminary - Silver Spring, MD
- Crescent Lofts Master Development - Davenport, IA
- Laurel Hill Master Development - Lorton, VA



ADAM WINKLER
Development Project Manager

Adam is responsible for coordinating the entitlements process, which includes architectural coordination, neighborhood meetings and municipal approvals, for complicated master-planned developments throughout the United States. Adam has specific expertise in residential development, including high-quality multifamily housing as well as condominiums.

In addition, Adam is involved in securing construction financing, reviewing legal documents, conducting market research, and performing due diligence. He also has experience in commercial real estate leasing and sales.

EDUCATION/TRAINING:

- B.B.A. - Real Estate & Urban Land Economics and Risk Management & Insurance - University of Wisconsin-Madison

KEY EXPERIENCE:

- Capitol West Master Development - Madison, WI
- National Park Seminary - Silver Spring, MD
- Novation Campus Master Development - Madison, WI
- Laurel Hill Master Development - Lorton, VA

RESUMES OF KEY STAFF / Elm Street Development



JIM PERRY

Regional Partner / Vice President

Jim has been with Elm Street Development for over 30 years. He has developed a wide range of residential and mixed-use projects throughout the Washington metropolitan area. His residential projects have ranged from small in-fill sites to a master planned community with over 1,000 units and have featured multifamily units, townhouses, and single family homes. Mixed-use projects have combined residential uses with retail, office, and public facilities. Jim has a depth of experience in all aspects of the development process, including site evaluation, urban planning, entitlements, engineering, financing, construction, and sales and marketing.

Jim's current responsibilities include initiating new development projects in Fairfax County and overseeing all of Elm Street Development's operations in Virginia.

EDUCATION/TRAINING:

- Master's in Business Administration - University of Virginia
- Bachelors of Mechanical Engineering - Georgia Tech

PROFESSIONAL AFFILIATIONS:

- Northern Virginia Building Industry Association (NVBIA)

KEY EXPERIENCE:

- Laurel Hill Adaptive Reuse Project - Lorton, VA
- Evans Farm - McLean, VA
- Potomac Greens & Plaza - Alexandria, VA
- 2001 Clarendon - Arlington, VA

RESUMES OF KEY STAFF / Elm Street Development



JACK B. PERKINS
Vice President

Jack manages development projects in Northern Virginia with a focus on Fairfax and Stafford Counties as well as the City of Alexandria. During his fourteen years at Elm Street Development, Jack has developed or entitled over 600 residential lots and 150,000 square feet of commercial space. He has experience with a variety of challenging sites, from brownfields to urban infill and adaptive reuse of historic sites.

In his current position, Jack is responsible for all phases of development for his projects, including acquisition, entitlement, engineering, financing, construction and sale. Prior to joining Elm Street Development, Jack worked as a management consultant, and before that he served as an officer in the Navy.

EDUCATION/TRAINING:

- University of North Carolina - Chapel Hill: Master of Business Administration
- Duke University: Bachelors of Science, Engineering

PROFESSIONAL AFFILIATIONS:

- Northern Virginia Building Industry Association (NVBIA)
- Urban Land Institute

KEY EXPERIENCE:

- Laurel Hill Adaptive Reuse Project - Lorton, VA
- Evans Farm - McLean, VA
- Potomac Greens & Plaza - Alexandria, VA
- Piney Run - Fairfax County, VA

RESUMES OF KEY STAFF / Project Partners



AARON VINSON, P.E.

Principal and Director of Engineering, Walter L. Phillips

Mr. Vinson has extensive experience in the land development engineering and planning fields, including technical and supervisory experience in land use planning and feasibility studies; land use entitlements such as re-zonings, special exceptions, special use permits, etc; construction plan preparation and processing through approval; bonding and permit processing; and construction phase services.

Mr. Vinson's responsibilities include supervision of the design of residential, commercial, institutional, and office projects, including mixed-use centers, regional malls, shopping centers, office buildings, banks, restaurants, townhouses and single-family homes. Historic redevelopment and adaptive reuse projects are also a focus. An over-arching theme in Aaron's involvement in projects is his ability to take a project from start to finish. From the beginning of a project through completion of construction, Aaron and his team are involved in detail and provide valuable continuity to a client and their project. Throughout projects, Mr. Vinson is responsible for meeting with municipal officials to expedite plan review and processing, and the coordination of construction plans with other consultants, including contractors, architects, attorneys, and engineers.

EDUCATION/TRAINING:

- Virginia Polytechnic Institute and State University, Bachelor of Science Degree, Civil Engineering



BENJAMIN FLOOD, P.E.

Project Manager, Walter L. Phillips

Mr. Flood has extensive experience in the land development engineering field, including technical and supervisory experience in land use planning/feasibility studies, construction cost estimates, construction plan preparation and coordination, permit processing and construction phasing services.

Mr. Flood's responsibilities include supervision of the design of residential, commercial, mixed-use, adaptive re-use and office projects, including office buildings, townhouses, city-center developments, single-family homes and master plans. Mr. Flood is also responsible for meeting with municipal officials to expedite plan review and processing, and the coordination of construction plans with other consultants, including contractors, architects, attorneys, and engineers.

Mr. Flood joined Walter L. Phillips, Inc in 2007. He has worked as a Project Manager since 2011.

Of the projects provided as relevant experience from Walter L. Phillips, Ben served as project manager for Beauregard Corridor Master Plan, Laurel Hill Adaptive Reuse, and Lorton Workhouse Arts Center.

EDUCATION/TRAINING:

- University of Virginia, Bachelor of Science Degree, Civil Engineering

RESUMES OF KEY STAFF / Project Partners



CHRISTOPHER TACINELLI, P.E.
Principal, Gorove/Slade

Mr. Tacinelli is the President of Gorove/Slade Associates, Inc., and a Principal in charge of the firm's Virginia-based professional practice. Mr. Tacinelli provides consulting services and oversees projects in the DC metropolitan area with a focus on projects in Northern Virginia. He has performed a variety of work in the disciplines of both traffic engineering and transportation planning where he has provided consulting services including expert testimony. He has been published in trade magazines and has been a speaker at annual trade conferences.

Throughout the course of his career, he has engineered, managed, or led hundreds of client engagements that include traffic impact studies, transportation modeling, parking studies, traffic signal design, site access and circulation evaluations, and traffic counts.

Chris has managed and led hundreds of engagements that include traffic studies, site reconnaissance to determine access opportunities and constraints, and reports summarizing findings of traffic mitigation, progression, and level of service analysis. Assignments have included virtually all real estate product types.

EDUCATION/TRAINING:

- Bachelor of Science in Civil Engineering, Syracuse University



BENJAMIN ROSNER, PWD, PWS, CE, CT
Manager, Wetland Studies and Solutions, Inc.

Mr. Rosner has 15 years of experience in environmental consulting and oversees WSSI's environmental science group, which performs site reconnaissance; wetland delineation; natural resource inventories; existing vegetation studies; endangered and threatened species searches and habitat evaluations; tree stand evaluations; and wetland mitigation monitoring. His group also conducts site visits with regulatory staff; prepares plans and permit applications to meet federal, state, and local regulatory requirements; conducts stream assessments; completes local environmental ordinance compliance processes; and compiles documentation reports and exhibits for wetland permitting and in support of NEPA documentation. Mr. Rosner also has significant experience conducting surveys for the federally threatened small whorled pogonia (*Isotria medeoloides*), the federally threatened swamp pink (*Helonias bullata*), the federally endangered harperella (*Ptilimnium nodosum*), and rare diabase plant communities, as well as other species. In addition, he has been retained as an expert witness to testify to matters regarding the presence/absence of wetlands and other waters of the U.S. (WOTUS).

EDUCATION/TRAINING:

- MNR, Natural Resources, Virginia Polytechnic Institute and State University
- BS, Biology, Cedarville University

RESUMES OF KEY STAFF / Project Partners



AMIN RAHMAN, PE

Vice President, Geo-Technology Associates

Mr. Rahman has over 30 years of experience in a broad range of geoenvironmental engineering and construction management projects. His technical areas of expertise include in-situ testing with DMT and CPT, shallow and deep foundations, geosynthetics, slope stabilization, design of rigid and flexible pavement, concrete and geosynthetic retention structures, potential issues with shrink/swell and acidic soil, groundwater control, underpinning, construction testing, and contaminated sites. His experience includes working extensively in Fairfax County, and providing geotechnical services for private-public projects. He was also a member of the Fairfax County GRB.

EDUCATION/TRAINING:

- M.S., Civil Engineering, Geotechnical Engineering, The Johns Hopkins University
- B.S., Civil Engineering, Bangladesh University of Engineering and Technology, Dhaka, Bangladesh



GREGORY A. RIEGLE

Partner, McGuire Woods

Greg is managing partner of the firm's Tysons Corner office and practices commercial real estate law with a concentration in land use, zoning and redevelopment matters. He began his real estate career as a professional urban planner. Prior to joining McGuireWoods, he worked extensively in the public and private sectors. Collectively he has more than 25 years experience in the real estate development industry.

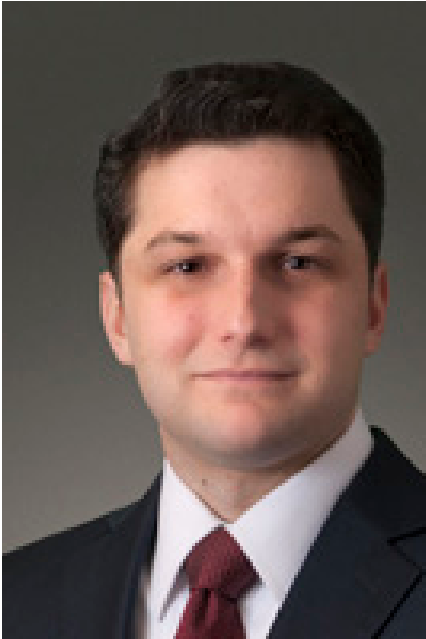
He has substantial experience representing major land developers, owners, companies, institutions, lenders and landlords. He works closely with clients to conduct feasibility analysis, analyze applicable development requirements, prepare necessary development-related applications, and present such proposals in meetings and public hearings before decision-making boards and commissions. He has extensive contacts with local government officials, as well as influential community and civic groups, and is able to anticipate, identify and creatively address issues related to the acquisition, development and disposition of real property.

He provides clients with the analysis and advice necessary to complete all legislative and administrative approvals associated with the land development processes. His skill in drafting, negotiating and reviewing development agreements, proffers, zoning opinions and easements enables clients to complete the required processes with minimized and accurately qualified risk.

EDUCATION/TRAINING:

- George Mason University School of Law, JD
- Michigan State University, MA, Urban Planning
- Michigan State University, BA

RESUMES OF KEY STAFF / Project Partners



SCOTT E. ADAMS
Associate, McGuire Woods

Scott focuses his practice on land use and development issues in Northern Virginia and Maryland. He primarily assists developers and landowners in navigating the land use entitlement process, including obtaining re-zonings, special exceptions, special permits, variances, and comprehensive plan amendments. He also assists clients in amending existing development approvals to more closely align with changing market conditions. Throughout the land use entitlement process, Scott works to maximize development potential for his clients in a cost-effective manner. He has also been actively involved in the re-planning of Tysons Corner into a transit-oriented community.

Prior to joining McGuireWoods LLP, he was an urban planner assisting developers and advising local governments on a wide range of land use and development issues.

Scott also volunteers for a variety of community organizations, including the Community Appearance Alliance of Northern Virginia, Habitat for Humanity of Northern Virginia and the AOL/McGuireWoods LLP free legal clinic.

EDUCATION/TRAINING:

- The George Washington University of Law School, JD
- University of Cincinnati, BS, Urban Planning



LOUIS S. PETTY
President, Heise Jorgensen & Stefanelli

Lou has been engaged in the full time practice of law since December, 1977 with the law firm of Heise Jorgensen & Stefanelli P.A. He has served as President of the firm from 1993 to the present. He also serves as President of Fenton Title Company, and Capital Title Company, Inc., affiliated real estate title companies. The primary focus of his law practice is real estate law, especially the representation of residential and commercial real estate developers and builders and banks. He also prepares loan documentation for commercial real estate loans, including residential acquisition, development and construction loans, revolving line of credit loans, office building, office condominium and warehouse loans, and hotel construction loans. He is a licensed title insurance agent in the States of Maryland and West Virginia and the Commonwealth of Virginia.

EDUCATION/TRAINING:

- University of Maryland, College Park, B.A., English
- University of Baltimore, JD

RESUMES OF KEY STAFF / Project Partners



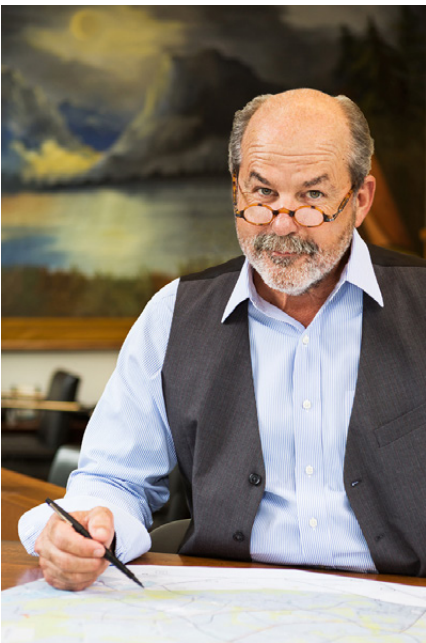
STEPHANIE PANKIEWICZ, PLA

Partner, LandDesign

Stephanie joined LandDesign in 2006 as director of the planning, urban design and landscape architecture studio in the Asheville, NC office location and is currently a Partner with the firm based in Washington DC. Prior to LandDesign, she was a landscape architect in Southern California. Stephanie serves as project manager on many of LandDesign's large urban master planning exercises, including several multi-block sites in the rapidly urbanizing Tysons edge city in Northern Virginia. She has also led the planning efforts on a number of environmentally sensitive riverfront sites. Her experience managing complex planning processes includes applying innovative approaches to engage diverse stakeholders in building consensus and understanding.

EDUCATION/TRAINING:

- Bachelor of Landscape Architecture, University of Georgia



PETER CROWLEY, PLA

Partner, LandDesign

For more than 35 years, Peter Crowley has been a design leader and visionary of urban design and master planning projects across the globe. Peter established LandDesign's Washington DC office in 1983, is a partner and former president of the firm. As design leader, he participates in multidisciplinary teams domestically and internationally with the stated objective of creating a balance between design aspiration and market forces. He actively advocates aligning client needs with market conditions, bringing stakeholders together, embracing and sustaining the environment, and differentiating a place to engage the user and interpret the unique story of place. Peter is recognized by his peers as an industry thought leader and frequently participates in national planning studies for ULI.

EDUCATION/TRAINING:

- Bachelor of Landscape Architecture, University of Georgia

RESUMES OF KEY STAFF / Project Partners



FRANK DUDUK

Partner and Lead Consultant, SmartSite

Founded in 2008, SmartSite operates as consultants and third party administrators. By implementing a workflow based on revolutionary IPD and VCM concepts, SmartSite saves risk, time, and money for land development clients, while creating transparency between the Owner's delivery team, design team, contractors, and other consultants.

As the Managing Partner and a lead Consultant, Frank spends the majority of his time on preconstruction project planning, plan review, and value engineering. He leads the Owner's procurement and change order negotiations.



SEAN LOGAN

Analyst/CMA, SmartSite

Sean is responsible for daily operations of multiple concurrent site development projects including project buyout of materialmen and subcontractors; review and implementation of construction contracts with Owner; review subcontracts and manage subcontractors; resource and crew management; project budget creation and management; quarterly project cost projections; review and approve vendor and subcontractor invoices and change orders; and prepare monthly project invoices and change orders to the Owner.

EDUCATION/TRAINING:

- State of Maryland Erosion and Sediment Control Certification #27787

Part E

UNIQUE CAPABILITIES

HISTORIC PRESERVATION AND ADAPTIVE REUSE

The Alexander Company's profile and project list speak to the unparalleled and industry-leading historic preservation and adaptive reuse experience over the past three decades. The diverse nature and success of The Alexander Company's projects demonstrates our expertise with the use of Tax Increment Financing, Historic and New Markets Tax Credits, and state and federal development grants. Our extensive knowledge of and experience with the approvals process as well as our expertise in moving projects through the obstacles inherent in the historic preservation and adaptive reuse development process ensures the securing of entitlements in a timely fashion.

The determination to take on challenges few other real estate developers are willing to accept and an unwavering commitment to restore and create buildings of architectural significance are the keys to The Alexander Company's success. Where there was once a junkyard, contaminated brownfield, or blighted neighborhood, The Alexander Company creates or restores buildings that generate new tax bases and re-energize communities. The company's endeavors in the worlds of historic preservation and urban infill increase civic pride and enhance identity.

Always at the cutting edge of historic preservation and adaptive reuse, The Alexander Company continues to set new standards of excellence. With each new development, vision is expanded in the realm of design and new horizons are unveiled in the preservation of historic structures and the rebirth of neighborhoods.

MASTER-PLANNED COMMUNITIES

Critical to successfully completing challenging projects is the Company's skillful approach as a master developer. An experienced and creative staff is involved in every initiative from the earliest conceptual stages until longer after the doors of a building have opened. The development process is meticulously and expertly managed, from employing proven financial techniques to demanding only the highest quality of work. The Alexander Company's design solutions are suited specifically for each project, blending form and function while applying rigorous and cost-effective construction standards. Completing this enterprise approach to development is an experienced, in-house property management team to ensure that asset values are properly maintained.

HAZARDOUS MATERIALS REMEDIATION/ABATEMENT

Similar to the Company's unparalleled experience with historic preservation and adaptive reuse, the same can be said with brownfields and hazardous material remediation. Over the past 30 years, during the redevelopment of 100+ historic structures and contaminated sites, The Alexander Company has encountered almost all conceivable environmental conditions, including PCBs¹, DROs², SVOCs³ resulting in soil remediation, ground water cleanup, and soil vapor mitigation. The Company has also encountered arsenic and heavy metals in the soils, ACMs⁴ in flooring, mastics, plaster, insulation, glazing, and cementitious panels. Lead based paint, Freon, ammonia, and PCB ballasts have all been encountered as well.

INTEGRATED PROJECT MANAGEMENT

Integrated Project Management (IPM) is a team approach with a single point of responsibility. The Project Manager leads the team through the development process. IPM increases accountability, responsibility, and communication. The outcome is optimized in terms of time, cost, 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.

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 development for ourselves or others. Complete satisfaction is the goal.

IPM 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.

-
- 1 Polychlorinated biphenyls.
 - 2 Diesel range organics.
 - 3 Semivolatile organic compounds.
 - 4 Asbestos-containing materials.

Part F

WORK SAMPLES

WORK SAMPLES / Cattail Leesburg Master Plan

This effort involves the master planning of approximately 190 acres of property in Loudoun County Virginia adjacent to the Town of Leesburg.

The long term owners of this property have three primary objectives. Their first objective is the preservation and conservation of significant portions of the property containing environmental and historic assets. The second objective is the conveyance of a site for the benefit of a local religious entity. And finally, the third objective is the limited development of an appropriate portion of the property utilizing best practices from superior projects across the country. The development will include significant design requirements to ensure the highest quality development consistent with the vision for the property developed during the planning process.

To accomplish these objectives, the owner has collaborated with Elm Street to retain land use planning experts and consultants to develop a master plan as a prelude to working with local government to obtain proper entitlements to implement the plan.

**1937
AERIAL
IMAGERY**

North 200'-0"
Scale 1" = 200'-0"
Date 2016_09-12
Sheet Title **AERIALS**
Sheet No. **2**



WORK SAMPLES / Cattail Leesburg Master Plan

**1957
AERIAL
IMAGERY**

North 200'-0"
Scale 1" = 200'-0"
Date 2016_09-12
Sheet Title **AERIALS**
Sheet No. **3**



WORK SAMPLES / Cattail Leesburg Master Plan

**2002
AERIAL
IMAGERY**



WORK SAMPLES / Cattail Leesburg Master Plan

**2012
AERIAL
IMAGERY**





WORK SAMPLES / Cattail Leesburg Master Plan

**SITE
 FEATURES**



North 200'-0"	1" = 200'-0"	Date	2016_09-12
Scale	1" = 200'-0"	Sheet Title	FEATURES
		Sheet No.	6



**ST. GABRIEL EPISCOPAL
 CHURCH SITE**

North 200'-0"

 Scale 1" = 200'-0"

 Date 2016_09-12
 Sheet Title **FEATURES**
 Sheet No. **7**



WORK SAMPLES / Cattail Leesburg Master Plan

**HISTORIC EDWARDS
 FERRY ROAD**

North 200'-0"

 Scale 1" = 200'-0"

 Date 2016_09-12
 Sheet Title **FEATURES**
 Sheet No. **8**



WORK SAMPLES / Cattail Leesburg Master Plan

**VERNAL
 POOL**



**HARRIS
 HOUSE**



WORK SAMPLES / Cattail Leesburg Master Plan

**CATTAIL
 STREAM VALLEY**



WORK SAMPLES / Cattail Leesburg Master Plan

**CATTAIL
 ORDINARY**



North 200'-0" 1" = 200'-0"
 Scale 1" = 200'-0"
 Date 2016_09-12
 Sheet Title **FEATURES**
 Sheet No. **12**

WORK SAMPLES / Cattail Leesburg Master Plan

**ENVIRONMENTAL
 FEATURES**









**BALLS BLUFF
 HISTORIC DISTRICT**

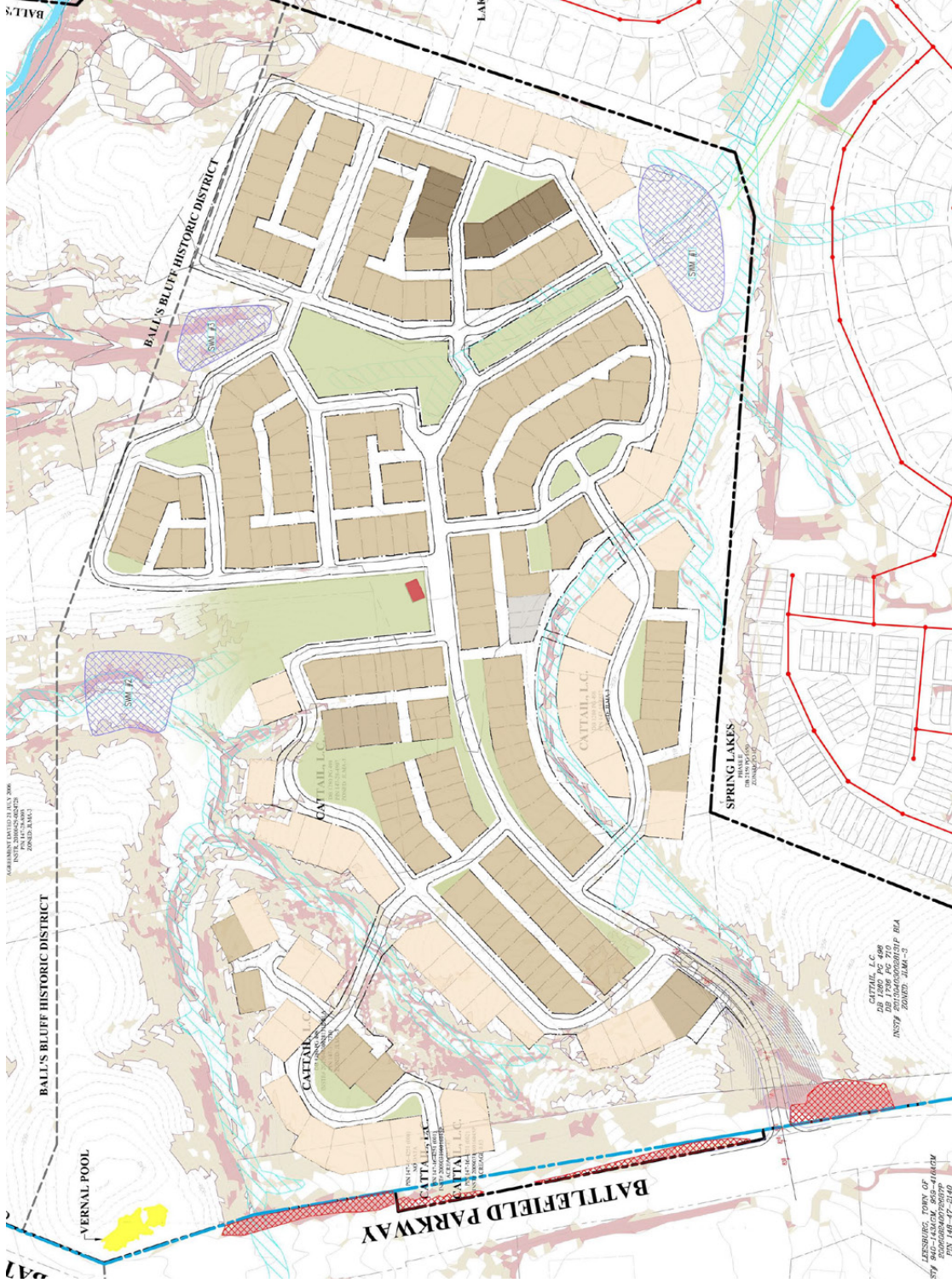


North 200'-0"
 Scale 1" = 200'-0"
 Date 2016_09-12
 Sheet Title **FEATURES**
 Sheet No. **14**

WORK SAMPLES / Cattail Leesburg Master Plan

C A T T A I L R U N
MASTERPLAN
OPTION 1 - PROGRAM DIAGRAM

	Civic Structure		
	Front-Loaded (70' x 120' typ.)	52 Lots / 22%	
	Alley-Loaded A (60' x 100' typ.)	171 Lots / 72.5%	
	Alley-Loaded B (40' x 90' typ.)	10 Lots / 4.2%	
	Odd Lots	3 Lots / 1.3%	
		236 Lots / 100%	










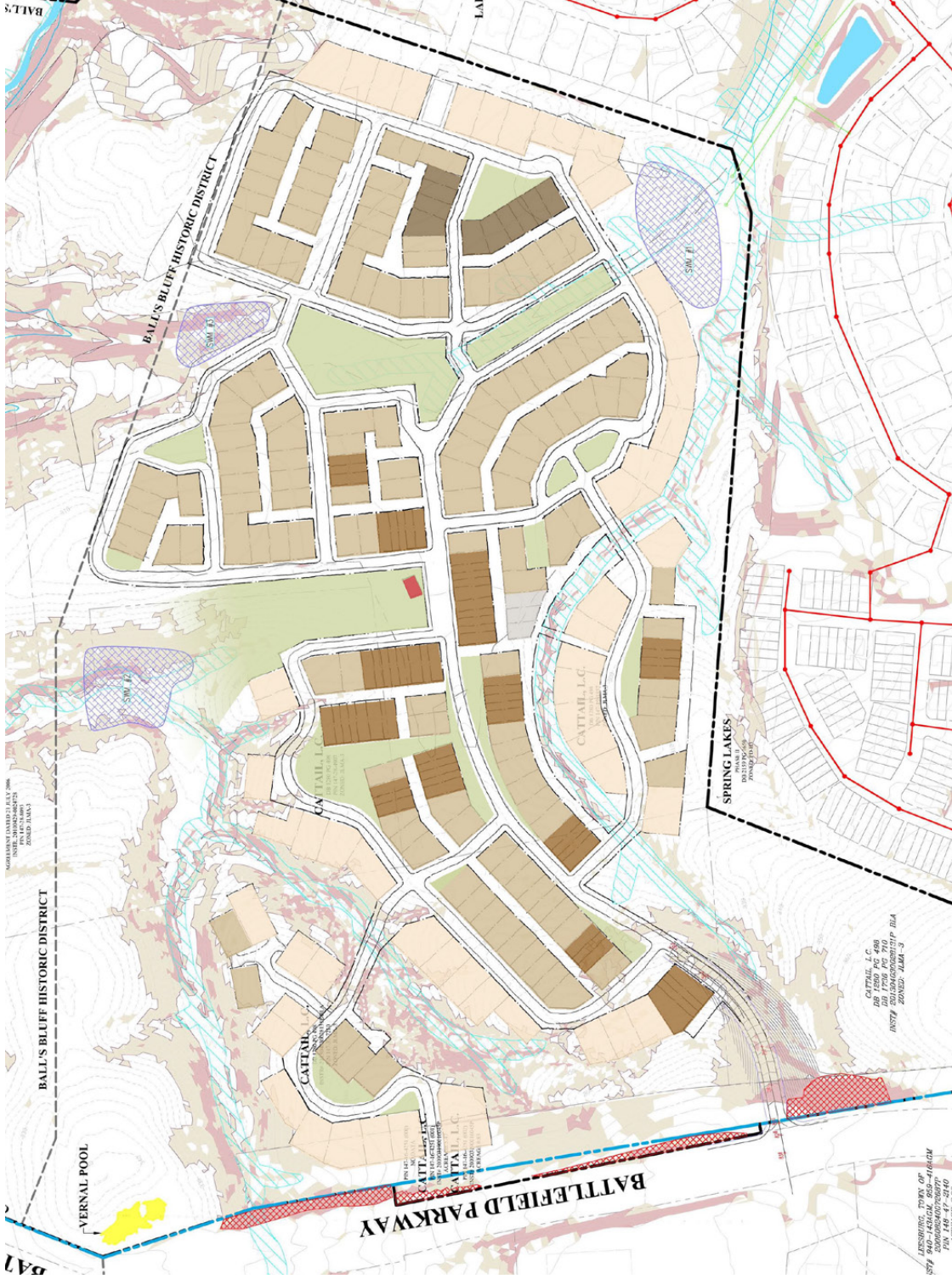
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WORK SAMPLES / Cattail Leesburg Master Plan



C A T T A I L R U N
MASTERPLAN
OPTION 2 - PROGRAM DIAGRAM

	Civic Structure		
	Front-Loaded (70' x 120' typ.)	52 Lots / 19.8%	
	Alley-Loaded A (60' x 100' typ.)	137 Lots / 52.1%	
	Alley-Loaded B (40' x 90' typ.)	10 Lots / 3.8%	
	Townhouses (20' x 100' typ.)	61 Lots / 23.2%	
	Odd Lots	3 Lots / 1.1%	
		263 Lots / 100%	



WORK SAMPLES / Cattail Leesburg Master Plan



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**Master Plan for the
Laurel Hill Adaptive Reuse Site
Fairfax County
December 2009**

The Alexander Company was asked by Fairfax County to develop a Master Plan that accomplishes the following:

- Preserves the essential historic core of the Adaptive Reuse Site
- Minimizes the financial burden on the taxpayers
- Promotes socially positive uses that compliment the surrounding community
- Provides for flexibility and transparency in the development process
- Permits the adaptive reuse of Laurel Hill into something of far-reaching significance and consequence - both exciting and uplifting



The process for developing the Master Plan included due diligence, market analysis, and public outreach:

- Previous Task Force recommendations and studies
- Community/Stakeholder Input
- Market Research
 - Retail, Office, Residential, Educational
- Site and Building Investigation
 - Historic Considerations
 - Infrastructure
 - Adaptability of Existing Building
 - Access and Visibility
 - Environmental Considerations

- Review of Public Approval Process
- Summary of Findings
- Draft Master Plan
- Financial Feasibility Analysis
- Revised Draft Master Plan
- Final Master Plan



Master Plan

The Master Plan for the Adaptive Reuse Site at Laurel Hill creates a hub of community residences, workplaces, shopping, and green space where residents and neighbors can meet for a cup of coffee, stop in at the neighborhood market, enjoy dinner together, or spend time outdoors. The layout accommodates visitors arriving by car but also features a variety of pedestrian and bicycle connections weaving the site into the fabric of the surrounding neighborhoods.

The retail section of the Plan is located for easy and convenient access and designed with sufficient size to make it a successful neighborhood center. The neighborhood retail center is intended to house uses such as a small grocery, bank, drug store, dry cleaner or restaurants.

The Plan envisions niche office users reactivating the site, with the former Penitentiary buildings providing office workers with an interesting and unique workplace where they can walk to lunch or enjoy a break in one of the site's open spaces. Residents will bring further vitality to the site. Newly constructed single-family homes place front doors on tree-lined, pedestrian friendly streets. The

Reformatory provides residents with a unique living opportunity in the former dormitory structures. People living on the site will be neighbors who help support the retail and restaurant uses.

The Plan expands upon the unique green and open spaces of the site and envisions the vibrant use of a Community Green for events and gatherings. The site is planned as a prominent feature and visitor stop on the Greenway Trail, utilizing the towers and historic buildings to interpret the history of the area. In addition to creating an exciting new community asset, the Plan minimizes the burden to the taxpayers of Fairfax County and preserves the historic core of the Reformatory and Penitentiary.

Master Plan Components

Neighborhood Retail and Mixed Use – 41,400 sf

Small grocery, pharmacy, bank, restaurant, daycare, etc.

- New Construction - 22,400 sf
- Historic Dining Hall – 11,000 sf
- Power Plant – 8,000 sf

Historic Office – 50,000 sf

Traditional small office users and service retail such as dentist, architecture & engineering firm, IT start up, investment advisor, accountant, yoga studio, personal trainer, consultant, etc.

- 50,000 sf in historic Penitentiary buildings

Mixed-Use and Retail Pad Sites – 20,000 sf

There are two pad sites with a total land area of 55,000 sf. It is estimated that these two sites combined could accommodate 20,000 sf of restaurant, retail, service retail or office uses. Buildings would not be constructed on these sites until a specific user is identified. The retail pad site closest to Silverbrook Road and White Spruce Way should be a neighborhood-serving and oriented use that excludes a gas station.

Chapel – 20,000 sf

It is anticipated that the chapel will be used for a community oriented use such as a church or a daycare. This building will be stabilized and cleaned-up until a user is identified and a full renovation can be completed.

Residential: Rental – 171 units

The multi-family residential units will be a combination of market rate (127 units) and affordable (44 units) apartments in the historic Reformatory buildings. The affordable units will utilize low-income housing tax credits to help offset the total project cost by approximately \$5 million. It is the intent of the master plan to include the affordable units as part of a magnet housing program. Inclusion of the 44 units into a magnet housing program requires County coordination to identify a program need, and developer confirmation that the tax credit program allows the targeting of these units to specific occupational groups. If the 44 units do not qualify for use in a magnet program, additional apartments should be identified for the magnet housing program. The project developer will consider a strong community preference for age-restricted or senior housing in these affordable units. This preference is seen as complimentary to the adjacent Spring Hill community and reduces the burden on local schools.

Residential: Owner-Occupied – 181 units

The newly constructed homes should add to the unique appeal of the property and complement the historic features of the Adaptive Reuse site with a diversity of housing types, square footage, and price points designed to appeal to a wide variety of buyers. The housing mix may include two and three-level attached single-family homes, such as villas and duplexes, as well as a limited number of detached single-family homes. The attached neighborhood concept diagram provides an example of how the master plan could be interpreted to achieve the plan goals related to a diverse mix of housing types.

Once a developer is selected, the design process must include additional input from stakeholders. The developer of the site should conduct informational work sessions with stakeholders to receive feedback about the variety and location of the owner-occupied homes. Community feedback about architectural design concepts will also be considered.

The Memorandum of Agreement (MOA) provides procedures for the review and approval of development plans. The MOA gives the Virginia Department of Historic Resources, the Lorton Heritage Society, and the Architectural Review Board specific review and approval responsibilities. Opportunities for community input may also occur during the review of plans by these organizations.

Recreation Space

- Open space in multiple locations with varying sizes and intended levels of activity
- Pedestrian, bicycle, and vehicular circulation, including connections to the County's Greenway Trail
- Tower Tour: renovation of selected historic guard towers for public access
- Community Green to serve multiple purposes, events and activities. The Community Green will preclude a continued baseball use at this location, however, a replacement field will be provided off-site in the South County area.

Financial Feasibility

High infrastructure costs, limits on density related to the historic nature of the site, and the higher cost of adaptive reuse, make the economics of this project challenging. Each of the proposed uses was selected to balance financial feasibility with a wide variety of physical, legal, and preservation constraints. The following table outlines each of the proposed uses, the estimated cost of completing the improvements, and the financial surplus or gap associated with each use. While these estimates are the result of thorough analysis, it is important to note that they are also based on market assumptions and assumptions related to the structure of the relationship between the County and the future developer of the site. The aim of the analysis is to estimate the approximate financial gap of the project and help guide County decisions related to closing the gap using funding mechanisms and financial tools at the County's disposal.

Estimated Total Project Cost: \$148 million
Estimate Historic Tax Credit Equity: \$16.6 million
 State: \$9 million
 Federal: \$7.6 million
Estimated Housing Tax Credit Equity: \$5 million
Financial Gap: \$9-\$13 million

	Estimated Total Cost	Estimated Surplus/(Gap)
Retail		
New	\$ 4,300,000	\$ 1,100,000
Historic	\$ 2,300,000	\$ 600,000
Historic Office	\$ 12,400,000	\$ (2,600,000)
Historic Residential		
Market Rate Apartments - 127 units	\$ 24,100,000	\$ (2,400,000)
Magnet Apartments - 44 units	\$ 8,500,000	\$ 1,900,000
Pad Sites	\$ 4,000,000*	\$ 1,100,000*
Townhomes - 181	\$ 63,400,000	\$ 10,900,000
Infrastructure	\$ 20,200,000	\$ (12,900,000)
Demolition	\$ 1,100,000	\$ (1,100,000)
Extraordinary Historic	\$ 1,700,000	\$ (1,700,000)
County Fees	\$ 4,000,000	\$ (3,800,000)
Proffer Suggestions	\$ 2,000,000	\$ (700,000)
Total	\$ 148,000,000	\$ (9,600,000)

* This surplus was calculated based on value to project as a land sale. Total cost was estimated independently and will be paid by a third-party developer.

Summary of Site Costs: ~\$29,000,000

Site Work: \$18,493,000

Cost estimates related to site work were completed by Walter Phillips, a Virginia based civil engineering firm. The firm has extensive experience in the Lorton market including the redevelopment of the Workhouse portion of the former Lorton Prison.

Site Preparation: \$3,425,000

Includes the cost of site excavation, erosion controls, surveying, construction staging, standard traffic controls, backfill retaining wall, utility spoils relocation, construction fencing, fine grading, utility spoils disposal, etc.

Site Utilities: \$6,500,000

Includes the costs associated with storm water management, sanitary sewer, and water.

Site Improvements: \$4,690,000

Costs associated with creating parking lots, roads, and sidewalks on the site.

Landscaping: \$1,695,000

Costs associated with purchasing and planting landscaping materials on the 80-acre site.

Site Design: \$670,000

Creation of construction documents for site work and other site related plans needed for the County approval process.

Exterior Lighting: \$1,513,000

Costs associated with lighting the exterior of buildings, parking lots, and streets.

County Fees: \$4,050,000

Fees were estimated in conjunction with Fairfax County staff and Walter Philips and include the rezoning application fee, the site plan submission and processing fee, sewer fees, and park fees required in the Zoning Ordinance.

County Proffer Requests: \$1,960,000

Includes the following anticipated proffer requests:

Fairfax County Park Authority: \$842,750 (calculated based on the number of new residents on the site, and the non-residential development square footage)

Fairfax County Public Schools: \$1,108,608 (calculated based on the number of anticipated new students generated from the development)

Other Site Costs: \$4,451,000

Demolition Costs: \$1,050,000

Demolition estimates include costs associated with the removal of the steel cellblocks in the former penitentiary, the removal of several buildings, and the removal of the equipment in the power plant.

Bridge: \$250,000

It is anticipated that a small bridge will be required to accommodate vehicular traffic over a swale on the site. The cost of this bridge was estimated by Walter Phillips.

Chapel: \$166,000

The budget for the chapel includes the cost of repairing the roof and making cosmetic improvements to the building.

Penitentiary Wall: \$1,050,000

A structural report has been completed on the historic penitentiary wall and BE&K provided an estimate of the cost to restore the wall.

Tower #5 Structural Repairs: \$125,000

A structural report identified concerns related to Tower #5. BE&K provided an estimate of the cost to stabilize the tower.

Other Tower Improvements: \$385,000

The master plan proposes improving several towers for public use as well as shoring up and securing the remaining towers. BE&K provided an estimate for improving the towers.

Traffic: \$550,000

It is anticipated that two traffic lights, costing \$250,000 each, will be required on Silverbrook Road. It is also anticipated that a \$50,000 traffic study will be required. These estimates are based on input from Walter Phillips and Wells and Associates.

Vehicular Access from Lorton: \$875,000

If it is determined that the connector road between Laurel Crest and Lorton Rd does not need to be constructed and the access from Lorton to the site can be built as a private road the cost is estimated to be \$875,000. This estimate is based on input from Walter Phillips and Wells and Associates.

Overview of Subsidy Programs

Federal and State Historic Tax Credit Equity: \$16.6 million

Two of the most significant financial resources available for the renovation of the Adaptive Reuse Site are Federal and State Historic Tax Credits. The tax credits are dollar-for-dollar reductions in income tax liability for taxpayers who rehabilitate historic buildings. These programs offer tax credits equal to 20% (federal) and 25% (state) of qualified rehabilitation expenditures. The credits can be sold to corporate investors to raise equity to fund the cost of renovation. Based on the projected renovation budget, it is estimated that the tax credits associated with the adaptive reuse site could be sold for approximately \$16.6 million.

Housing Tax Credit Program: \$5,000,000

The 44 units of Affordable Housing included in the Master Plan are potentially eligible for the Low-Income Housing Tax Credit (LIHTC) Program. The program, which is administered by the Virginia Housing Development Authority (VHDA), provides a tax incentive for creating housing with income and rent restrictions. In general terms, the value of the credits is based receiving a tax credit equal to 9% of eligible renovation costs for 10 years. The credits can be sold to corporate investors to raise equity to fund the cost of renovation.

The units will be restricted to a particular occupational group identified in partnership with Fairfax County. In 2009, household income would be restricted to \$43,140 for a one person household and \$49,300 for a two person household. Rents in 2009 for 1BR and 2BR units would be restricted to approximately \$1,027 and \$1,155 respectively.

The Fairfax County Zoning Ordinance requires up to 12.5 percent of the total number of residential units as Affordable Dwelling Units (ADUs). The proposed 352 residential units generate a requirement for approximately 44 ADUs. The Federal Low-Income Housing Tax Credit for 44 units will likely qualify as the project's ADU requirement and require no additional ADUs. The number of LIHTC units is not intended to rise or fall in reaction to any financial gap associated with the project.

The number of ADUs calculated for this project is inclusive of a 20% density bonus described in the Zoning Ordinance. No additional density bonuses – or increased number of residential units – should be allowed for the site.

Proforma Assumptions

Development Costs

Construction costs were estimated by BE&K, a Virginia-based general contractor that completed the construction for the Lorton Arts Foundation at the Workhouse. Alexander Company construction managers and architects also spent a significant amount of time on site and cross-checked estimates from the general contractor. Other development costs were estimated by the Alexander Company in conjunction

with the Company's industry contacts including bankers, insurance providers, and tax credit syndicators.

Income and Vacancy

The projected income and vacancy for each of the uses was based on market data provided in retail and office market analysis and a residential market analysis that were completed by third party contractors.

Expenses

Data used to estimate expenses was based on information provided in the market studies and on the Alexander Company experiences with comparable properties.

Financing

The County and the selected developer will explore options for financing the public improvements. As discussed for other, similar projects such options are expected to include a combination of private equity, tax revenue including possible special district taxes, or possibly tax increment financing. Further analysis of available financing options will include an assessment of the debt burden of the County, the developer and the ultimate owners within the development as well as the tangible and intangible benefits to be derived by all parties in accordance with the County's Principles for Public Investment.



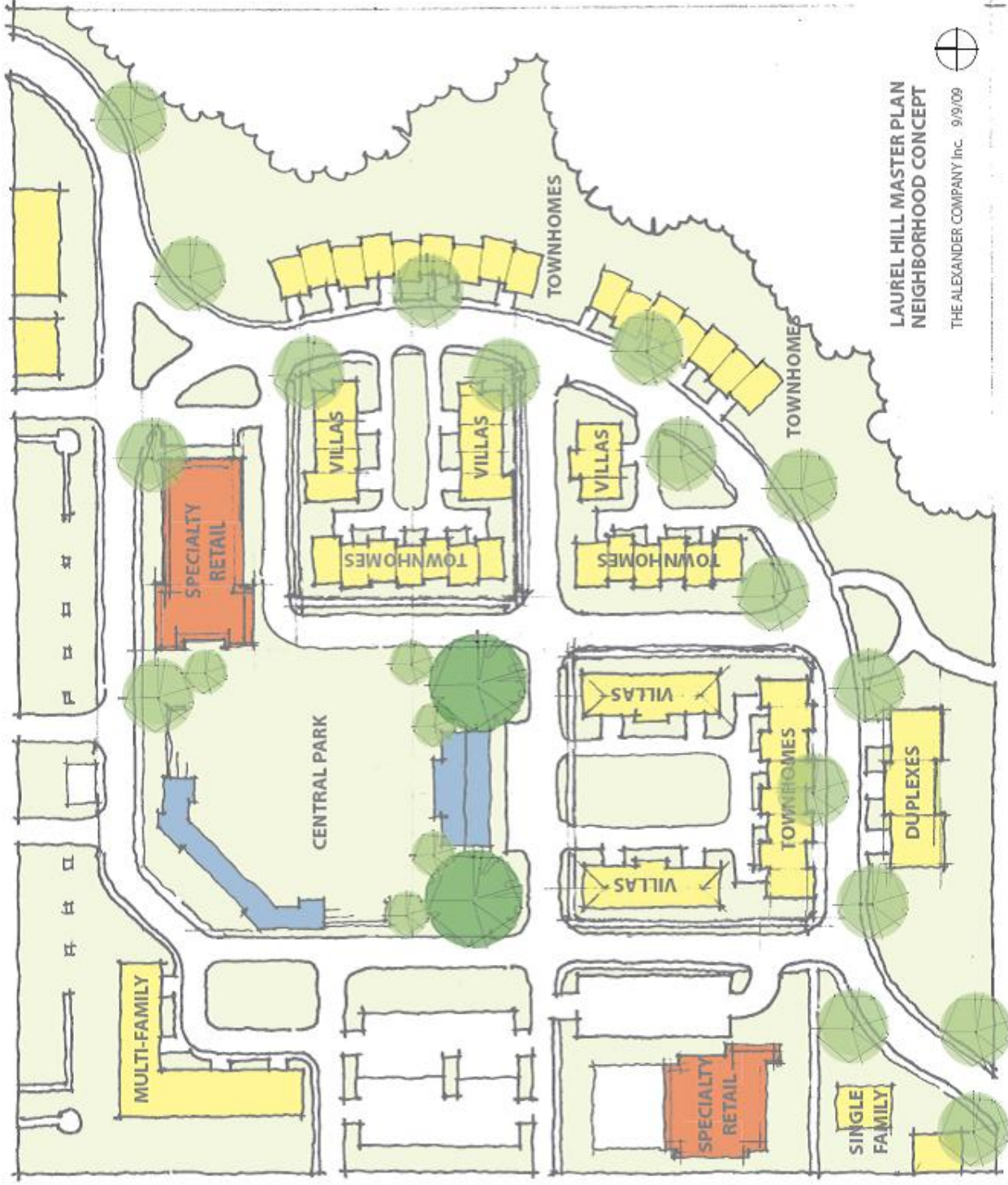
Legend

- Specialty Retail: 41,400 s.f.
- Pad Sites: 20,000 s.f.
- Historic Office: 50,000 s.f.
- Historic Residential: 171 units
- New Residential: 181 units
- Civic Space



Laurel Hill Adaptive Reuse Program Diagram

WORK SAMPLES / Laurel Hill Adaptive Reuse Master Plan



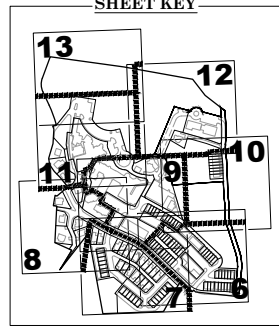
LAUREL HILL MASTER PLAN
 NEIGHBORHOOD CONCEPT
 THE ALEXANDER COMPANY Inc. 9/9/09

WORK SAMPLES / Laurel Hill Adaptive Reuse Master Plan



Note: Some of the geographic information shown on this plan is based on copyrighted GIS Data from M-NCPPC, and may not be copied or reproduced without express written permission from M-NCPPC.

SHEET KEY



LEGEND

<ul style="list-style-type: none"> ▬▬▬▬▬▬ NATIONAL PARK SEMINARY HISTORIC DISTRICT ▬▬▬▬▬▬ FOREST CONSERVATION ESMT ▬▬▬▬▬▬ INTERPRETATIVE TRAIL ALIGNMENT ▬▬▬▬▬▬ LIMITS OF DISTURBANCE ▬▬▬▬▬▬ FLOODPLAIN BRL ▬▬▬▬▬▬ 100 YEAR FLOODPLAIN ▬▬▬▬▬▬ STREAM VALLEY BUFFER ▬▬▬▬▬▬ ELECTRICAL CONDUIT ▬▬▬▬▬▬ EDGE OF PAVEMENT ▬▬▬▬▬▬ FENCE LINE ▬▬▬▬▬▬ NATURAL GAS CONDUIT ▬▬▬▬▬▬ OVERHEAD WIRES ▬▬▬▬▬▬ PROPERTY LINES ▬▬▬▬▬▬ PUBLIC UTILITIES EASEMENTS ▬▬▬▬▬▬ SANITARY SEWER ▬▬▬▬▬▬ STORM DRAIN ▬▬▬▬▬▬ WATER LINE ▬▬▬▬▬▬ STEAM CONDUIT ▬▬▬▬▬▬ SANITARY CLEANOUT ▬▬▬▬▬▬ STORM DRAIN MANHOLE ▬▬▬▬▬▬ ELECTRICAL JUNCTION BOX ▬▬▬▬▬▬ ELECTRICAL MANHOLE ▬▬▬▬▬▬ FIRE DEPT CONNECTION ▬▬▬▬▬▬ FIRE HYDRANT ▬▬▬▬▬▬ GAS MANHOLE ▬▬▬▬▬▬ GUY POLE ▬▬▬▬▬▬ GAS VALVE 	<ul style="list-style-type: none"> ○ LIGHT POLE ○ PHONE PEDESTAL ○ PHONE MANHOLE ○ UTILITY POLE ○ SANITARY MANHOLE ○ TRAFFIC CONTROL BOX ○ TRAFFIC SIGNAL POLE ○ TREE ○ CABLE TELEVISION PEDESTAL ○ UNKNOWN UTILITY MANHOLE ○ WATER METER ○ WATER MANHOLE ○ WATER VALVE ○ BOLLARD ○ SIGN POST ○ WOOD POST ○ INLETS ○ CURB INLET ○ ELECTRICAL POLE
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GRAPHIC SCALE
(IN FEET)
1 inch = 80' ft.

Part G

REQUIRED STATEMENTS

RFP# 2000002301

VIRGINIA STATE CORPORATION COMMISSION (SCC)
REGISTRATION INFORMATION

The bidder:

is a corporation or other business entity with the following SCC identification number:
F1964529 -OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR-

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder's out-of-state location) -OR-

is an out-of-state business entity that is including with this bid/proposal an opinion of legal counsel which accurately and completely discloses the undersigned bidder's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

Please check the following box if you have not checked any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids:

RFP# 2000002301

BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE

All firms located or operating in Fairfax County must obtain a Business, Professional and Occupational License (BPOL) as required by Chapter 4, Article 7, of the Code of the County of Fairfax, Virginia. In order for the Department of Tax Administration to determine your BPOL requirement prior to contract award, it is necessary for you to provide the following information:

- If you currently have a Fairfax County business license, please submit a copy with your proposal.
- Do you have an office in:
Virginia Yes No
Fairfax County Yes No
- Date business began/will begin work in Fairfax County **2017**

A detailed description of the business activity that will take place in Fairfax County. If business is located outside of Fairfax County, give the percentage of work actually to be done in the County

The Alexander Company will be providing property management services
at Liberty Crest Apartments (the Laurel Hill Adaptive Reuse site), as well as
real estate development services for the Original Mount Vernon High School
redevelopment site.


Signature

June 28, 2017

Date

Complete and return this form or a copy of your current Fairfax County Business License with your proposal.

RFP# 2000002301

CERTIFICATION REGARDING DEBARMENT OR SUSPENSION

In compliance with contracts and grants agreements applicable under the U.S. Federal Awards Program, the following certification is required by all offerors submitting a proposal in response to this Request for Proposal:

1. The Offeror certifies, to the best of its knowledge and belief, that neither the Offeror nor its Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or nonprocurement programs, or are listed in the *List of Parties Excluded from Federal Procurement and Nonprocurement Programs* issued by the General Services Administration.
2. "Principals," for the purposes of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of a subsidiary, division, or business segment, and similar positions).
3. The Offeror shall provide immediate written notice to the Fairfax County Purchasing Agent if, at any time prior to award, the Offeror learns that this certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. This certification is a material representation of fact upon which reliance will be placed when making the award. If it is later determined that the Offeror rendered an erroneous certification, in addition to other remedies available to Fairfax County government, the Fairfax County Purchasing Agent may terminate the contract resulting from this solicitation for default.

Printed Name of Representative: Joe Alexander

Signature/Date:  June 28, 2017

Company Name: The Alexander Company, Inc.

Address: 345 W. Washington Ave., Ste. 301

City/State/Zip: Madison, WI 53703

SSN or TIN No: 39-1504037

REQUIRED STATEMENTS / The Alexander Company

CONTRACTUAL & FINANCIAL RELATIONSHIPS WITH FAIRFAX COUNTY

The Alexander Company is a party to the Comprehensive Agreement with Fairfax County for the Laurel Hill Adaptive Reuse Project.



Joe Alexander

June 28, 2017

Date

REQUIRED STATEMENTS / The Alexander Company

CONTACT WITH FAIRFAX COUNTY REGULATORY STAFF REGARDING OMVHS REDEVELOPMENT

Dave Vos of The Alexander Company attended a Public Private Partnership Leadership Workshop on June 16, 2016, where the OMVHS opportunity was briefly presented and discussed by County staff.

Dave Vos of The Alexander Company exchanged a series of e-mail transmissions with Heather Diez of Fairfax County regarding the OMVHS opportunity from July 28, 2016, through May 30, 2017.

Dave Vos of The Alexander Company toured the OMVHS site with Heather Diez of Fairfax County on June 13, 2017, in that Dave Vos was not available for the group scheduled tour on June 8, 2017.



Joe Alexander

June 28, 2017

Date

REQUIRED STATEMENTS / The Alexander Company

BANKRUPTCY

Neither The Alexander Company nor any related entities have declared bankruptcy within the last ten years.



Joe Alexander

June 28, 2017

Date

REQUIRED STATEMENTS / The Alexander Company

INCLUSION OF SMALL, WOMEN-OWNED, OR MINORITY BUSINESSES

While The Alexander Company is not a minority or disadvantaged business enterprise, we place great importance on growing our MBE/DBE partners, suppliers, and their leaders to make them a stronger company than when they started. We continue to improve our processes of including MBE/DBE partners in ongoing and future projects, beginning with the following principles:

- Develop a MBE/DBE participation plan that lays out methodology, requirements, tasks, and timelines;
- Analyze the project to identify categories where MBE/DBE can be attained;
- Use stakeholder meetings as outreach vehicles to identify and notify prospective MBE/DBE firms about the project, work categories, and requirements; and
- Verify that all minority firms are certified with the appropriate administrations.



Joe Alexander

June 28, 2017

Date

REQUIRED STATEMENTS / The Alexander Company



FAIRFAX COUNTY

DEPARTMENT OF PROCUREMENT AND MATERIAL
MANAGEMENT
12000 GOVERNMENT CENTER PARKWAY, SUITE 427
FAIRFAX, VIRGINIA 22035-0013

VIRGINIA

TELEPHONE: (703) 324-3201 FAX: (703) 324-3228 TTY: 1-800-828-1140

ISSUE DATE: May 26, 2017	SOLICITED PPEA REQUEST FOR PROPOSAL NUMBER: RFP 2000002301	TITLE: Original Mount Vernon High School Redevelopment
DEPARTMENT: Public Works and Environmental Services	DUE DATE/TIME: June 30, 2017 / 4:00 p.m.	CONTRACT SPECIALIST: George Bright george.bright@fairfaxcounty.gov or 703-324-3215

Proposals - In accordance with the following and in compliance with all terms and conditions, unless otherwise noted, the undersigned offers and agrees, if the proposal is accepted, to furnish items or services for which prices are quoted, delivered or furnished to designated points within the time specified. It is understood and agreed that with respect to all terms and conditions accepted by Fairfax County the items or services offered and accompanying attachments shall constitute a contract.

Note: Fairfax County does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment in the performance of its procurement activity.

NAME AND ADDRESS OF FIRM:

Telephone/Fax No.: 608.258.5580/608.258.5599

The Alexander Company, Inc.

E-Mail Address: info@alexandercompany.com

345 W. Washington Ave., Ste. 301
Madison, WI 53703

Federal Employer Identification No or

39-1504037

Federal Social Security No. (Sole
Proprietor)

Prompt Payment Discount: N/A% for payment within ___ days/net
___ days

State Corporation Commission (SCC)
Identification No.

F1964529

By signing this proposal, Offeror certifies, acknowledges, understands, and agrees to be bound by the conditions set forth in the General Conditions and Instructions to Bidders as described in Appendix A, the Certification Regarding Ethics in Public Contracting set forth in Appendix B, and by any other relevant certifications set forth in Appendix B.

BUSINESS CLASSIFICATION – Described in Appendix B - CHECK ONE: LARGE (Y) SMALL (B)

MINORITY-OWNED SMALL (X) MINORITY OWNED LARGE (V) WOMEN-OWNED SMALL (C)

WOMEN OWNED LARGE (A) NON PROFIT (9)

CHECK ONE: INDIVIDUAL PARTNERSHIP CORPORATION

State in which Incorporated: WI



Vendor Legally Authorized Signature

Joe Alexander, President

Print Name and Title

June 28, 2017

Date

Sealed proposals subject to terms and conditions of this Request for Proposal will be received by the Fairfax County Purchasing Agent at 12000 Government Center Parkway, Suite 427, Fairfax, Virginia 22035-0013 until the date/time specified above.

AN EQUAL OPPORTUNITY PURCHASING ORGANIZATION (DPSM32) rev

REQUIRED STATEMENTS / Elm Street Development

RFP# 200002301

VIRGINIA STATE CORPORATION COMMISSION (SCC) REGISTRATION INFORMATION

The bidder: ESDC II, Inc.

is a corporation or other business entity with the following SCC identification number:
06849210 -OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR-

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder's out-of-state location) -OR-

is an out-of-state business entity that is including with this bid/proposal an opinion of legal counsel which accurately and completely discloses the undersigned bidder's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

Please check the following box if you have not checked any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids:

REQUIRED STATEMENTS / Elm Street Development

RFP# 2000002301


BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE

All firms located or operating in Fairfax County must obtain a Business, Professional and Occupational License (BPOL) as required by Chapter 4, Article 7, of the Code of the County of Fairfax, Virginia. In order for the Department of Tax Administration to determine your BPOL requirement prior to contract award, it is necessary for you to provide the following information:

- If you currently have a Fairfax County business license, please submit a copy with your proposal.
- Do you have an office in: Virginia Yes No
 Fairfax County Yes No
- Date business began/will begin work in Fairfax County 01/01/2016

A detailed description of the business activity that will take place in Fairfax County. If business is located outside of Fairfax County, give the percentage of work actually to be done in the County

See attached License



Signature

6/23/17

Date

Complete and return this form or a copy of your current Fairfax County Business License with your proposal.

REQUIRED STATEMENTS / Elm Street Development

2017 BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE 2017
COUNTY OF FAIRFAX, DEPARTMENT OF TAX ADMINISTRATION (DTA)
PHONE: 703-222-8234 TTY: 711 WEBSITE: www.fairfaxcounty.gov/dta **MAR 27 2017**

ESDC II, INC
ESDC II, INC
1355 BEVERLY RD 240
MCLEAN VA 22101-3649

Notice: This is your 2017 Business, Professional and Occupational License (BPOL). The bottom-half is perforated to allow you to tear off and post this license in your establishment. Please note, if your check is not honored by the bank, this license shall be invalid.

2017 LICENSE INFORMATION

ACCOUNT #:	000-14-4032	LICENSE PERIOD:	01/01/2017 - 03/01/2018
ORDINANCE CODE:	47236-99	LICENSE BASIS:	\$7,575,265
NAICS:	541611	LICENSE RATE:	\$.31 per \$100
LOCATION:	1355 BEVERLY RD 240 MCLEAN VA 22101	FED. I.D. OR E.I.N.:	26-1201808
CLASSIFICATION:	CONSULTANT/SPECIAL OCCUP	LICENSE NUMBER:	1732791
DATE PAYMENT RECEIVED:	03/01/2017	INSTALLMENT(S):	

For any questions concerning this license, please call 703-222-8234 between the hours of 8:00 a.m. and 4:30 p.m. Monday - Friday (Hearing impaired persons may call TTY: 711), or send us an e-mail through our website, www.fairfaxcounty.gov/dta.

As with all taxes, our goal is to administer the BPOL tax fairly and in accordance with State and County Codes. Our staff strives to provide professional assistance and quality customer service. Please let us know if we are not meeting your needs. Your satisfaction is important to us and your comments are always welcome.

Juan B. Rengel, Director
Personal Property and Business License Division
Department of Tax Administration

CC: Jay Doshi, Director
Department of Tax Administration

FAIRFAX COUNTY DEPARTMENT OF TAX ADMINISTRATION 2017 BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE (BPOL) FOR ORDINANCE 47236-99 : CONSULTANT/SPECIAL OCCUP

THIS LICENSE HAS BEEN ISSUED BY THE FAIRFAX COUNTY DEPARTMENT OF TAX ADMINISTRATION (DTA) AND IS GRANTED TO:

732791



ESDC II, INC
ESDC II, INC
1355 BEVERLY RD 240
MCLEAN VA 22101-3649

THIS LICENSE IS VALID THRU
03/01/2018

Dept. Tax Administration, Suite 223
12000 Government Center Parkway
Fairfax, Va. 22035, Phone: 703-222-8234
Website: www.fairfaxcounty.gov/dta

REQUIRED STATEMENTS / Elm Street Development

Statement Regarding Contractual and Financial Relationship with Fairfax County

Elm Street Development, through a related entity, is a party to the Master Development Agreement with Fairfax County for the Laurel Hill Adaptive Re-use Project.

Elm Street Development, through multiple related entities, is a party to the customary Agreements with Fairfax County related to the development of land in the County. These include Development Agreements, Conservation Agreements, Pro Rata Share Agreements, and Maintenance Agreements for Stormwater Facilities.

By:


James L. Perry
Vice-President

Date:

6/23/17

REQUIRED STATEMENTS / Elm Street Development

Statement Regarding Contact with Fairfax County Staff on OMVHS

James Perry, Jack Perkins, and Brian Lacy from Elm Street Development attended the Pre-Proposal Conference for OMVHS on June 8, 2017 and discussed the solicitation with Heather Deiz of DPWES and Christine Morin and Theodore Choi of Supervisor Storck's office.

James Perry attended a P3 Leadership Workshop on June 16, 2016 where the OMVHS opportunity was briefly presented and discussed by County staff.

James Perry has had a few conversations with Heather Deiz of DPWES and Chris Caperton and Leanna O'Donnell of DPZ where the OMVHS opportunity was discussed.

By: 
James L. Perry
Vice-President

Date: 6/23/17

REQUIRED STATEMENTS / Elm Street Development

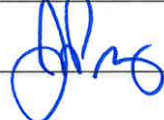
RFP# 2000002301

CERTIFICATION REGARDING DEBARMENT OR SUSPENSION

In compliance with contracts and grants agreements applicable under the U.S. Federal Awards Program, the following certification is required by all offerors submitting a proposal in response to this Request for Proposal:

1. The Offeror certifies, to the best of its knowledge and belief, that neither the Offeror nor its Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or nonprocurement programs, or are listed in the *List of Parties Excluded from Federal Procurement and Nonprocurement Programs* issued by the General Services Administration.
2. "Principals," for the purposes of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of a subsidiary, division, or business segment, and similar positions).
3. The Offeror shall provide immediate written notice to the Fairfax County Purchasing Agent if, at any time prior to award, the Offeror learns that this certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. This certification is a material representation of fact upon which reliance will be placed when making the award. If it is later determined that the Offeror rendered an erroneous certification, in addition to other remedies available to Fairfax County government, the Fairfax County Purchasing Agent may terminate the contract resulting from this solicitation for default.

Printed Name of Representative: James L. Perry

Signature/Date:  / 6/23/17

Company Name: ESDC II, Inc.

Address: 1355 Beverly Road, Suite 240


City/State/Zip: McLean, VA 22101

SSN or TIN No: 06849210

REQUIRED STATEMENTS / Elm Street Development

Certification Regarding Bankruptcy

Neither Elm Street Development nor any related entities have declared bankruptcy within the last ten (10) years.

By:  _____
James L. Perry
Vice-President

Date: 6/23/17

REQUIRED STATEMENTS / Elm Street Development

Statement Regarding Commitment to Using Small, Women-owned, and Minority Businesses

Elm Street Development is not a women-owned or minority owned business. But our senior corporate leadership includes both, and many of these individuals have ownership interests in Elm Street projects. Elm Street Development will support initiatives to promote the participation of small, women-owned, and minority businesses in developing and implementing the project.

By:


James L. Perry
Vice-President

Date:

6/23/17

REQUIRED STATEMENTS / Elm Street Development



FAIRFAX COUNTY

DEPARTMENT OF PROCUREMENT AND MATERIAL
MANAGEMENT
12000 GOVERNMENT CENTER PARKWAY, SUITE 427
FAIRFAX, VIRGINIA 22035-0013

VIRGINIA

TELEPHONE: (703) 324-3201 FAX: (703) 324-3228 TTY: 1-800-828-1140

ISSUE DATE: May 26, 2017	SOLICITED PPEA REQUEST FOR PROPOSAL NUMBER: RFP 2000002301	TITLE: Original Mount Vernon High School Redevelopment
DEPARTMENT: Public Works and Environmental Services	DUE DATE/TIME: June 30, 2017 / 4:00 p.m.	CONTRACT SPECIALIST: George Bright george.bright@fairfaxcounty.gov or 703-324-3215

Proposals - In accordance with the following and in compliance with all terms and conditions, unless otherwise noted, the undersigned offers and agrees, if the proposal is accepted, to furnish items or services for which prices are quoted, delivered or furnished to designated points within the time specified. It is understood and agreed that with respect to all terms and conditions accepted by Fairfax County the items or services offered and accompanying attachments shall constitute a contract.

Note: Fairfax County does not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment in the performance of its procurement activity.

NAME AND ADDRESS OF FIRM:

ESDC II, Inc.

1355 Beverly Road #240

McLean, VA 22101-3649

Telephone/Fax No.: 703-734-9730

E-Mail Address: jperry@elmstreetdev.com

Federal Employer Identification No or 26-1201808

Federal Social Security No. (Sole Proprietor)

Prompt Payment Discount: N/A% for payment within ___ days/net ___ days

State Corporation Commission (SCC) Identification No. 06849210

By signing this proposal, Offeror certifies, acknowledges, understands, and agrees to be bound by the conditions set forth in the General Conditions and Instructions to Bidders as described in Appendix A, the Certification Regarding Ethics in Public Contracting set forth in Appendix B, and by any other relevant certifications set forth in Appendix B.

BUSINESS CLASSIFICATION - Described in Appendix B - CHECK ONE: LARGE (Y) SMALL (B)

MINORITY-OWNED SMALL (X) MINORITY OWNED LARGE (V) WOMEN-OWNED SMALL (C)

WOMEN OWNED LARGE (A) NON PROFIT (9)

CHECK ONE: INDIVIDUAL PARTNERSHIP CORPORATION

State in which Incorporated: VA

Vendor Legally Authorized Signature

James L. Perry, Vice-President

Print Name and Title

June 29, 2017

Date

Sealed proposals subject to terms and conditions of this Request for Proposal will be received by the Fairfax County Purchasing Agent at 12000 Government Center Parkway, Suite 427, Fairfax, Virginia 22035-0013 until the date/time specified above.

AN EQUAL OPPORTUNITY PURCHASING ORGANIZATION (DPSM32) rev



Dave Vos, AIA

DEVELOPMENT PROJECT MANAGER

608.268.8112 | dgv@alexandercompany.com



James L. Perry

REGIONAL PARTNER / VICE PRESIDENT

703.734.9730 | jperry@elmstreetdev.com