

**Request for Qualifications**  
**RFQ No. P26-134**

The Maryland-National Capital Park and Planning Commission (Commission) hereby invites submittals from interested firms in accordance with this Request for Qualifications (RFQ) as set forth herein. The enclosed sections contain information related to the below Project and this information is provided to all prospective Offerors.

*The Maryland-National Capital Park and Planning Commission*

*SilverPlace  
M-NCPPC Headquarters and Mixed-Use Project*

**Written Submittals to be Received by:**

**11:00 AM, Wednesday, November 30, 2005 at**

The Maryland-National Capital Park and Planning Commission  
Purchasing Division, Suite 300  
6611 Kenilworth Avenue  
Riverdale, MD 20737

A **mandatory pre-submittal conference** is being held Friday, November 4, 2005 at 9:30 a.m. at the Montgomery County Regional Office Building, 8787 Georgia Avenue, Silver Spring, MD 20910.

All inquiries regarding this RFQ are to be made by telephone to: Nancy J. Keogh, Purchasing Manager, (301) 454-1600.

## **1.0. INTRODUCTION**

### **1.1. The Headquarters and Mixed-Use Project**

The Montgomery County Department of Park and Planning of the Maryland-National Capital Park and Planning Commission (the Commission) intends to contract with a Development Firm and Team (Developer) to plan, design, and construct a mixed-use project in Downtown Silver Spring. The Headquarters and Mixed-Use Project (Project) will consist of three integrated components: a new Headquarters Facility for the Montgomery County Department of Park and Planning of approximately 120,000 square feet; a Park/Open Space; and a Residential Project. The Project is to reflect current planning and design principles through the use of green architecture, exemplary urban design, transportation management, mixed-income housing, and public/private joint development. The Commission seeks to leverage its existing 3.24-acre site, at 8787 Georgia Avenue, in Downtown Silver Spring to create a Project that satisfies the Commission's long-term facility needs, and overall planning, urban design, environmental, and economic objectives.

The Commission has established a multiple-step solicitation process, including: (a) this Request for Qualifications (RFQ), and (b) a subsequent Request for Proposals (RFP). All information provided to the Commission in response to this solicitation process will be the property of the Commission to use at its discretion. The Commission anticipates that three to five Development Teams will be selected from submittals hereunder to respond to the subsequent Request for Proposals. As a result of the evaluation of responses to the later detailed RFP, the top proposals will be ranked first, second, and third. The top ranked Development Team will enter into a Pre-Formation Agreement with the Commission for the exclusive right to negotiate agreements associated with the programming, design, construction and development of the Project.

The Recommended Development Team will enter into a Pre-Formation Agreement for the joint development and implementation of the Project prior to approval by the Planning Board and the County Council. Upon approval, the Recommended Development Team will then enter into contracts with the Commission to complete a Final Space Program and Schematic Design for the Headquarters Facility. Only upon the Commission's approval of the Headquarters Facility's Schematic Design will the Commission enter into a final Development Agreement with the Recommended Development Team. If the Final Headquarters Space Program and the Headquarters Schematic Design are not realized within a mutually agreed upon timeframe, the Commission will proceed to the second ranked Development Firm and Team.

The Commission will require that the selected Development Team be the applicant for submission of the Project Plan, Preliminary Plan, Site Plan, and Mandatory Referral. Additionally, the selected Development Firm will participate with the Commission's initiatives to identify and obtain grants for the Project.

It is important that each prospective Offeror recognize that the Commission currently does not have the funding for this project. Should the funding not be available, this solicitation will be cancelled and no contract(s) will be awarded.

## **1.2. Objectives of the RFQ and RFP Process**

This procurement process is designed to attract the interest of Offerors capable of assembling teams of professionals in the fields of institutional, office, and residential development, urban design, architecture, transportation planning, engineering, and public and private finance. The Commission intends to achieve and retain the following:

- A Development Firm and Team capable of designing and implementing an exemplary, mixed-use Project.
- A Development Firm and Team Experienced in “Green” Design and Mixed-Income Residential Development.
- A Development Firm and Team Experienced in Headquarters Office Programming, Design and Development.
- A Development Firm and Team Experienced in Joint Public-Private Development.
- A Development Firm and Team capable of financing, developing, managing and constructing a Mixed-Income Residential Project.
- A private development business structure that effectively reduces the Commission’s Headquarters cost.
- A strong design inspiration and vision for the Headquarter’s Facility, the Park/Open Space and the Residential Project.
- A Project that, upon completion, will provide an optimum balance between cost and value for the Commission and the County.

## **1.3 Definitions**

Development Firm (Developer): The Developer will be the lead development entity that will contract with the Commission. The Developer will manage the Development Team.

Development Team (Team): The Development Team is led by the Developer. The Development Team may include, but is not necessarily limited to, firms specializing in architecture, green design, planning, financing, transportation management/ traffic and parking.

Commission: The Maryland-National Capital Park and Planning Commission

Department: The Montgomery County Department of Park and Planning

## **1.4. The Commission’s Goals for the Project**

Proposals must be responsive to the following ten Commission goals for the Project. The goals articulate what the Commission seeks to achieve as a result of the Project. Each of these goals is considered of equal merit. Development Team proposals must clearly describe how their development proposal specifically satisfies these goals. The Development Team selected to implement this Project must establish a development program and financing structure that provides a balance among financial and non-financial objectives. Project goals are to:

1. Develop for the Commission a Headquarters Facility of approximately 120,000 gross square feet (gsf). The Headquarters Facility may be proposed at the Commission-owned 3.24-acre site or, under conditions specified herein, at an alternate site

- located in Downtown Silver Spring. The Headquarters Facility must be owned (or ultimately owned) by the Commission.
2. Through quality, appearance, and symbolism design a facility that supports, facilitates, projects, and enhances the Commission's function and image as a Countywide-planning agency committed to environmental protection and quality-of-life enhancements for the residents of Montgomery County.
  3. Develop a Headquarters Facility that meets or exceeds LEED Silver Certification standards.
  4. Develop the Headquarters Facility and Project to include Park and Open Space components reflective and supportive of the Commission's mission.
  5. Develop a Residential project on the Commission-owned MRO Site that contains a minimum of 30 percent affordable units as defined herein.
  6. Develop a Residential project that meets or exceeds LEED Certified standards.
  7. Design a Project that is physically and functionally compatible and integrated with the immediate neighborhood and Downtown Silver Spring.
  8. Leverage the MRO Site and the Headquarters build-to-suit contract to structure a joint development agreement that is advantageous to the Commission's financial position.
  9. Ensure that the Project effectively addresses functional issues related to the space program, transportation management, vehicular and pedestrian circulation, safety, and parking.
  10. Design and construct an exemplary public resource for Montgomery County.

#### **1.5. Maryland-National Capital Park and Planning Commission (Commission)**

The Maryland-National Capital Park and Planning Commission is a bi-county agency empowered by the State of Maryland in 1927 to acquire, develop, maintain and administer a regional system of parks within Montgomery and Prince George's Counties, and to prepare and administer a general plan for the physical development of the two counties. The mission of the Maryland-National Capital Park and Planning Commission is to:

- Manage physical growth and plan communities;
- Protect and steward natural, cultural and historic resources; and
- Provide leisure and recreational experiences.

The Commission consists of ten members, five appointed by Montgomery County and five by Prince George's County. The Commissioners coordinate and act on matters of interest to both counties, and generally meet at least once a month. The Commissioners from each county serve as separate Planning Boards to facilitate, review and administer the matters affecting their respective counties.

The Montgomery County Department of Park and Planning (Department) oversees the acquisition, development and management of Montgomery County's nationally recognized, award-winning park system. The Montgomery County Department of Park and Planning provides and manages the County's land-use and park assets. The Department is also responsible for natural resources stewardship.

The Department prepares master plans for review by the Planning Board and approval by the County Council. Department staff review proposed development projects to see that they



conform to the County's laws, plans and policies. Department staff submits their findings to the County Planning Board for action. The Department gathers and analyzes various types of information to help public officials prepare for Montgomery County's future.

The broad mission of the Commission in Montgomery County is to improve the quality of life by conserving and enhancing the natural and developed environment for current and future generations.

## **1.6. Previous Related Studies**

The two major previous Headquarters-related studies include: The MRO Location Assessment and Space Study (August 2000) and, most recently, the Consolidated Headquarters Study (September 2003). The MRO Location Assessment and Space Study undertook a Countywide examination of five sites near transit stations and concluded with the recommendation to focus facility planning at the 3.24-acre Commission-owned site at 8787 Georgia Avenue in Silver Spring (the MRO Site) and one site adjacent to the Wheaton Metro station.

In the subsequent Consolidated Headquarters Study the Commission decided to continue planning for a future Headquarters Facility at the Commission-owned MRO Site and eliminated other considerations outside of downtown Silver Spring. The Study determined that the Commission is best served by owning its Headquarters Facility rather than leasing over the long term and that a Silver Spring location for its Headquarters will further solidify on-going City/County revitalization.

The Study concluded that the existing 3.24-acre MRO Site would accommodate an estimated 120,000 gsf Headquarters Facility, a Park/Open Space, a Residential project, and supporting infrastructure.

The preliminary Residential concepts within the 2003 Consolidated Headquarters Study projected a range of 125 to 265 units on the MRO Site. Concept studies to date for the MRO Site have estimated the total Project FAR (inclusive of the Residential project) at somewhat less than, but approaching, the allowable mixed-use 3 FAR in the CBD – 1 Optional Method Zoning category. With an office facility of 120,000 gsf, the remaining building envelope for residential or any other space is approximately 300,000 square feet.

Additional Project-related information is available at:

[http://mcparkandplanning.org/silverspring/public\\_projects/silverplace.shtm](http://mcparkandplanning.org/silverspring/public_projects/silverplace.shtm)

This information consists of

- Added Summary of the SilverPlace Headquarters and Mixed-Use Project
- MRO Site Vicinity Exhibit
- Commission Consolidated Headquarters Study, September 2003
- July 2004 Announcement regarding the Project Development Advisor

## **1.7 Grants and Foundation Funding**

The Commission will pursue, and will work with the Developer to pursue, grant and foundation funding sources for all aspects of the Headquarters and Mixed-Use Project. This effort will involve the identification of funding sources potentially applicable to the unique attributes of the Project including, but not limited to: green design; energy conservation; affordable/ workforce housing; joint public/ private development; revitalization; urban public spaces; public information technologies; transportation management; and educational opportunities. The Montgomery County Department of Park and Planning Grants Coordinator is currently working to identify sources and develop a grant/ foundation funding strategy for the Headquarters and other Project components.

Submissions in response to this RFQ are requested to address, in their approach to the Project, their proposed approach for working with the Commission for pursuit of grants. The Developer selected for preparation of submissions in response to the later Request for Proposals will be required to identify a detailed plan for working with the Commission to identify potential grant and foundation funding sources.

## **2.0. DEVELOPMENT REQUIREMENTS**

This Section of the RFQ summarizes the Commission's minimum development requirements.

### **2.1. Headquarters Office Facility**

#### **2.1.1. Location**

The Commission has determined that a Silver Spring location for its Headquarters will best serve its mission and support on-going revitalization efforts. The Consolidated Headquarters Study demonstrated that the MRO Site can accommodate the Headquarters space requirements and a Residential project.

The previous Consolidated Headquarters Study recommended the development of the MRO Site. This RFQ and RFP solicitation process will allow, under conditions described herein, consideration of other sites in the Silver Spring Central Business District (CBD) that may be proposed. If a case can be made, during the RFQ process, that another location in Silver Spring is a superior Headquarters location because of physical, functional, and financial factors, the Commission may consider such an option.

#### **2.1.2. Headquarters Space Program**

A history of documented facility inadequacies, including the two Studies previously referenced, have resulted in the Commission's determination that a new Headquarters facility for the Department is necessary.

In the 2000 Assessment Study Commission staff prepared an in-house estimate that the Headquarters Facility would require approximately 100,000 gsf to serve existing and recognized future needs. The subsequent Consolidated Headquarters Study generally validated the initial

assumptions by recommending approximately 120,000 gsf. For the solicitation process, prospective Development Firms and Teams are to assume a Headquarters Facility of 120,000 gsf to serve existing and future recognized needs. The Recommended Development Firm and Team will prepare the final Headquarters Space Program.

Of the 120,000 gsf, 98,000 gsf was projected for office space and 22,000 gsf was estimated for public service space. The Headquarters Facility is envisioned as a specialized building with the 22,000 gsf of public service space to contain a 300-seat auditorium, reception and security space, public meeting rooms, a park permitting center, and a technologically advanced and accessible Public Information and Resource Center. The public service space would function as a national model for planning agencies.

#### **2.1.3. Headquarters Access**

The Headquarters facility must be accessible for all modes of transport: transit, walking, biking, and driving. While access security factors must be incorporated, the traffic pattern leading up to the main entrance of each component should allow for smooth entry and exit of vehicles at all times of facility operation. The access plan and patterns must encourage pedestrian movement within the site and provide strong linkages among the Project components and to the adjacent properties. To the extent possible, pedestrian pathways should not intersect with vehicular flows.

Site development and concept plans will be required in response to the later Request for Proposals. A primary consideration in this regard will be the 60-foot wide County-owned property located between the MRO Site and County Parking Garage No.2. Conceptual plans for the Headquarters and Mixed-Use Project will be required to propose future access and development solutions for the mutual benefit of both property owners.

The Commission envisions that a negotiated agreement will ultimately be executed between the Commission and the County relative to the land use and design solutions for the two separately owned abutting properties. The Commission will continue discussions with the County relative to land use and intends to initiate negotiations when concepts are submitted in response to the RFP. The Commission will assume the lead responsibility and will team with the Recommended Development Firm to reach an agreement with the County.

A preliminary Transportation Management Plan will be required with the submittals in response to the RFP.

#### **2.1.4. Headquarters Parking Requirements**

The Headquarters Facility will require employee, Commissioner, visitor and Commission-owned vehicle parking. For planning purposes, the new Headquarters Facility is projected to require approximately 330 parking spaces. This preliminary parking estimate assumes that 40 percent of employees use means other than autos to get to work.

Of the parking spaces required for the new Headquarters Facility, 56 spaces are projected for current Commission-owned vehicles. The required employee and Commission-owned vehicle spaces may be on- or off-site. Concept plans prepared for the previous Consolidated Headquarters Study placed approximately 40 percent of the total required spaces

on the MRO Site and in a below-grade structure under the proposed new Facility. The remaining required spaces were located in the adjacent County Garage No. 2. No employee or Commission-owned vehicle parking should be more than 2,000 feet from the Headquarters Facility.

Proposed Developers and Teams selected for the RFP process will be required to consider, as part of the parking and access proposal, County Department of Public Works and Transportation (DPW&T) parking studies associated with County Garage No. 2.

## **2.1.5. Headquarters Facility Design Considerations**

### **2.1.5.1. Image**

The Commission's defined mission is to "*improve the quality of life by conserving and enhancing the natural and developed environment for current and future generations.*" The Headquarters and Mixed-Use Project must reflect this mission. In addition, the Commission envisions an exemplary public/private-development Project.

### **2.1.5.2. Exemplary Planning and Design Principles**

Leadership in planning for private and public sector entities and citizens demands a facility that incorporates the most current planning and design principles. The facility is intended to be state-of-the-art from a functional and technical standpoint, as well as demonstrating leadership in environmental design. A facility that leverages technology and is environmentally responsive, cost effective, and creatively provides a publicly oriented, congenial, and productive work environment is desired.

### **2.1.5.3. Environmentally Responsive Design - LEED Silver Requirement**

In keeping with the Commission's mission statement, the planned facility must incorporate the most current principles in environmental design. As a planning and regulatory agency, the Commission provides land-use stewardship and through its activities seeks to safeguard the County's environment through planning, development review, and conservation activities. This project is a superb opportunity to provide an example of how an environmental ethic can be implemented throughout the planning, design, and construction process.

The LEED Rating System will be used on both the Headquarters and Residential components of the Project. The minimum level of Certification will be "Silver" for the Headquarters Facility. This should in no way limit the environmental design effort to the Silver level or even to the specific items on the LEED checklist. Innovation and creative thinking relative to environmental design objectives will be a priority. The Commission will assist the Recommended Development Team to seek and attain grant/ foundation funding to assist in achieving all of the Project goals. These goals include green design, LEED Silver and LEED Certified for the Headquarters and Residential components, respectively.

## **2.1.6. Headquarters Ownership and Financing**

The Commission requires that it will own the new Headquarters Facility. Commission-issued tax exempt certificates of participation are currently being considered as the

most advantageous financing mechanism available for the Headquarters component. The Commission also considers the Commission's long-term occupancy of the Headquarters as a major asset to the overall Project financing.

The Commission intends to develop a Project that optimizes the relationship between value and cost. The Commission will consider alternative proposals regarding the Headquarters Facility's financing if they are proven to be advantageous. The overall financing plan for the Project will be a priority in the Request for Proposals evaluation process.

The Commission must alert proposed Development Teams, however, that any creative financing or ownership structure must comport with the Commission's enabling laws and statutory purposes, as well as laws and regulations applicable to tax-exempt debt issued in connection with the Headquarters. During the RFP process, the Commission will provide an opportunity for each of the highest ranked Development Teams to receive specific feedback concerning the legal viability of the structure generally described in response to this RFQ.

#### **2.1.7. Estimated Project Timeline**

With the Project approach as described herein, and understanding that there are many unpredictable variables inherent in such a Project and the importance of the need for flexibility, it is the intent of the Commission to seek beneficial occupancy of the Headquarters Facility by 2009.

### **2.2. Park/Open Space**

A Park, designed to a level that is reflective of the Commission's mission, is required on the MRO Site. Regardless of size, the Park/Open Space component is considered an important part of any development proposed for the MRO Site. Site design of the Park/Open Space is as important as the Headquarters Facility's design. The public open space should reflect current principles in terms of design quality and "green" design. The Park/Open space should be highly attractive and comfortable for users, providing a relaxing setting. It should be a model of excellence reflecting the Commission's place as a national leader in urban revitalization.

### **2.3. Residential Project**

#### **2.3.1. Residential Location**

**The Residential portion of the Headquarters and Mixed-Use Project must be developed on the Commission-owned, MRO Site.**

#### **2.3.2. Residential Program**

The Residential portion of the Headquarters and Mixed-Use Project should be a model for the provision of affordable and workforce housing in a public/private, mixed-use project. The Commission's goal is to have 30 percent, or more, of the residential units "affordable".

For this Project, affordable units are defined as (1) Moderately Priced Dwelling Unit (MPDU) categories; i.e., those captured within the current minimum 12.5 percent of the total units definition, tax credit eligible, and public subsidized units, etc., and, (2) Workforce affordable, and employer-assisted housing (EAH) program affordable units.

Market Rate units are to comprise no more than 70 percent of the total number of units, as indicated in category (3) in the following residential program summary table. An annotated version of this table is attached to this RFQ as Attachment A-1 .

**Residential Program Summary Table/  
Percent of Total Units by Income Category**  
(Refer to Attachment A-1 for Added Detail)

Housing Mix	Housing Categories		Approximate Household Income Guidelines <sup>i</sup>
30%, Minimum	(1) Traditional Affordable	Low and very low Income, Public Subsidies, HCVs, BMR, Rent supplementation, MPDUs, and other subsidized housing programs <sup>iv</sup>	< \$56,000
	(2) Expanded Affordable	Workforce Housing and Creative Employer Assisted Workforce Housing, HCVs, BMRs, HOME, and others	>\$56,000 to \$102,000
70%, Maximum	(3) Market Rate	All other income categories, other than (1) and (2)	> \$102,000

As part of the 30-percent affordable requirement, Development Proposals must satisfy the requirements of the Montgomery County Zoning Code, Moderately Priced Dwelling Unit (MPDU) Program. The MPDU program requires that a minimum of 12.5 percent of the housing units satisfy MPDU rent limitations in projects over 35 units.

Under MPDU requirements (Refer to Montgomery County Code, Chapter 25A), developers have the option to contribute to the Housing Initiatives Fund rather than develop the units. Unlike the MPDU program, the Commission requires that all MPDU's and other affordable housing proposed be developed as part of the Project. **Proposals contemplating payments into the Housing Initiative Fund as a way to satisfy the Commission's affordable housing objectives will not be considered.**

The MPDU program also allows density bonuses. The required number of MPDUs will vary according to the amount by which the approved development exceeds the normal or standard density for the zone in which it is located. The amount of density bonus achieved by the approved development program determines the total units that must be MPDU.

### **2.3.3. Environmentally Responsive Design – LEED Certified Requirement**

The Residential project is to be designed to comply with LEED criteria so as to achieve, at a minimum, a “Certified” rating. A LEED score higher than the minimum “Certified” threshold is desired for the Residential Project. All other considerations being of comparative merit, it is anticipated that a higher LEED rating will receive recognition in the Proposal evaluation process.

While high LEED standards are desired for all of the Project components, the Commission recognizes the financial cost of the 30-percent affordable component and, therefore, desires to allow flexibility for Respondents to balance the design and cost parameters. Additional sustainable strategies above and beyond the LEED Rating System are encouraged for all Project components. Innovation and creative thinking are encouraged.

### **2.3.4. Residential Project Ownership and Financing**

The residential project is expected to be a private-sector development endeavor. The Commission will not be funding any portion of the residential project. The Commission currently owns the 8787 Georgia Avenue building and the MRO site.

The Commission acknowledges that the Residential project's mixed-income requirement may involve the employment of specialized and creative financing techniques such as low-income tax credits. Development Teams are expected to demonstrate their expertise in structuring and implementing mixed-income residential projects that involve the use of financing techniques designed to increase project affordability. Upon the selection of a Recommended Development Team, the Commission intends to work with the Team's affordable housing specialists to pursue low-income tax credits and other financing vehicles to enhance Project affordability and feasibility.

The Commission's financial objective is to leverage the market value and/or cash flow derived from the Residential project to defray capital and/or operating costs associated with the Headquarters Facility. The Commission wants maximum leverage from its land to reduce the cost of the Headquarters Facility. The Commission will consider the possibility of selling or leasing a portion of the land, and encourages proposals with alternative ownership and financing arrangements.

The Commission must alert proposed Development Firms and Teams, however, that any creative financing or ownership structure must comport with the Commission's enabling laws and statutory purposes, as well as laws and regulations applicable to tax-exempt debt issued in connection with the Headquarters.

## **3.0. *SUBMISSION AND FORMAT REQUIREMENTS***

### **3.1. Introduction**

Respondents to this RFQ must adhere to the format described herein. Qualifications submittals that do not follow the format will not be eligible for evaluation and may be rejected.

### **3.2. Format and Qualifications**

#### **Cover Letter**

A cover letter will introduce the Development Firm and Team. The cover letter must be signed by a principal of the lead firm on the Development Team. The cover letter must acknowledge that the signatory has the right to represent the Team during the solicitation process. The cover letter may not exceed five pages in length.

#### **Tab 1: Executive Summary**

Tab 1 will contain an Executive Summary of the Development Firm and Team and its ability to satisfy the Commission's goals. The Development Firm and Team is to consist of the Development Firm as the lead entity together with all professional members required for the design and construction of the total Project. At a minimum, the Executive Summary must provide an overview of the Development Firm and all of the Team members and their respective areas of expertise. The project manager for each firm must be identified and briefly described in terms of relevant qualifications. An overall organizational structure must be presented to graphically depict relationships among Team members. The primary contact for the Commission representative must be identified.

The Team's understanding and approach to the Project are to be presented in the Executive Summary. Particularly relevant project experience may be presented in the Executive Summary. If the Offeror intends to propose a Downtown Silver Spring site, other than the MRO Site, this site must be described in the Executive Summary and note any benefits to the Commission that can be identified at this time. In addition, the Offeror must its interest in the proposed site (own fee simple, an option, development rights, etc.), if any. The Executive Summary may not exceed eight pages.

#### **Tab 2: Team Experience with Similar Projects**

This Section of the submission is intended to provide an understanding of the Development Firm and Team's experience with various aspects of the Project. This Section also will reveal the Team's experience in working together on similar projects.

The Commission is interested in the Development Firm's and Team's experience in the following types of projects ("Project Categories"):

1. Public/Private Development Projects – Projects that involved cooperation and coordination between the public and private sectors;
2. Mixed-Use Development (Office, Residential, and Open Space) – Projects that contain a mix of uses in a coherent environment;
3. Headquarters or Build-to-Suit Office Building Programming/ Design/Construction – Projects that demonstrate the Team's ability to satisfy owner-occupant needs from facility planning through to facility occupancy;
4. Mixed-Income Residential with Affordable Housing Development and Management – Mixed-income residential projects;
5. LEED Certified or Environmentally Progressive Development Projects



In this Section, experience is to be presented for each of the five project categories.

A Summary Table (illustrated below, see Attachment A-2 for Summary Table Form) must accompany each project submitted under each Project Category. The Summary Table must be completed for each project in exactly the format provided with the project name stated in the title and the Project Category it represents (e.g. public/private development, mixed-use projects, build-to-suit , mixed-income/affordable housing, LEED projects) in the subtitle. Team members who participated in the project are to be listed together with their associated disciplines. Each project description is limited to one page with the Summary Table representing a second page.

PROJECT NAME		PROJECT CATEGORY (Public/Private, Mixed-Use, Build-to-Suit, Mixed-Income/Affordable Housing, LEED)					
		Discipline					
Firm Name	Project Manager	Programming	Financing	Arch. Design/En gin.	Landscape Design	Construction	Property Mgmt

Notes:

Place a "P" if the firm took prime responsibility for the discipline (for example: lead architect for project = "P")

Place an "S" if the firm was in a supportive role for the discipline (for example: interior design for project = "S").

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**At a minimum three projects must be provided for each of the five Project Categories.** A maximum of five projects may be listed for each Project Category. Therefore, the maximum number of pages in this Section is 50 pages (e.g. 25 Summary Tables and 25 one page descriptions).

There may be projects that are relevant to multiple Project Categories. In this case, a project description and Summary Table must be prepared for each Project Category. The project description should be tailored to the particular Project Category it is designed to demonstrate experience. For example, a LEED certified, public/private project may be referenced in both the LEED Project Category and the Public/Private Development Project Category. In this case, the project description for the LEED area of expertise would emphasize the environmental qualities of the project. The project description for the Public/Private Development Project Category would discuss the nature of the public/private agreement and the roles of each party. A Summary Table would follow each project with the content of the Table the same but the title reflecting the particular Project Category. Therefore, in this example, one project would have two project descriptions and two Summary Tables.

At a minimum, each project description must include the following:

- Name of Project
- Location
- Square Feet/Units by Land Use
- Description of Project
- Types of Financing Involved, including grants, if any
- Date of Completion
- Team Members Involved and Key Personnel
- Lead Firm and Lead Firm Project Manager
- Reference Name, Title, and Phone Number

**Tab 3:**        **Financing Discussions**

**A. Affordable Housing**

The Commission recognizes that mixed-income housing can be difficult to market and finance. In this Section of the submission, Development Teams are to discuss the opportunities and constraints associated with mixed-income housing. Development Teams will discuss various innovative financing and development techniques that could be used to support a mix of market-rate and affordable housing on the Commission-owned site in Silver Spring. This discussion is for assessment purposes only and should not be understood as a request for a proposed business agreement structure. The entire business agreement aspects of this Project will be required in a future phase of this procurement.

**B. Headquarters Facility**

It is the Commission's belief that tax-exempt certificates of participation (COPS) utilized for the Headquarters component of this project are the most advantageous financing. Any alternate financing plan for the Headquarters portion of this project will be identified in this Section, together with delineation of the benefits to the Commission of utilizing the alternate financing plan.

This Section may not exceed five pages.

**Tab 4:**        **Experience of the Development**  
**Firm and Development Firm Personnel Qualifications**

This Section is limited to 25 pages including resumes. A detailed description of the Development Firm and areas of expertise is required. The description should highlight the Development Firm's experience in:

- Managing large-scale development efforts from project programming to design to construction;
- Managing multi-disciplinary teams;
- Experience in headquarters facility development;
- Experience in joint public/private development;
- Experience in mixed-use development;

- Experience with projects designed to work with the environment

The Principal-in-Charge must be identified as well as the day-to-day Project Manager. Information about the Principal-In-Charge and the Project Manager should highlight experience in:

- Managing large-scale development efforts from project programming to design to construction;
- Managing multi-disciplinary teams;
- Experience in headquarters facility development;
- Experience in joint public/private development;
- Experience in mixed-use development;
- Experience with projects designed to work with the environment

The experience and qualifications of additional personnel within The Developer entity assigned to this project must be detailed.

The precise role of the Development Firm in the Project organization should be discussed to ensure a full understanding by the Evaluation Committee.

All projects highlighted in this Section must be accompanied by a reference (name and contact information). Projects without references will not be considered by the Evaluation Committee.

The Development Firm is to submit or make available audited financial statements for the past three years. The financial statements are excluded from the 25 page limit.

**Tab 5:**      **Team (all Firms excluding Developer Firm)**  
**Project Experience and Personnel Qualifications**

The Team's project experience and personnel qualifications within firms other than The Developer will be presented in Tab 5. This Section is limited to 60 pages. All projects presented must identify the primary contractor for each project, the role of the Team Member and the Team Member's Project Manager. All qualifications must also be accompanied by a reference (name and contact information). Projects without references will not be considered by the Evaluation Committee.

The architectural firm's project experience and personnel qualifications related to Headquarters design and environmentally sensitive design are important. In addition, Team project experience and personnel qualifications related to the development of affordable housing and mixed-income housing finance are important in this Section. Transportation management and park/open space design projects and personnel qualifications will also be of significant interest to the Evaluation Committee.

At a minimum, this Section must contain the corporate qualifications of each Team member, resumes and qualifications of key personnel for each Team member, and projects demonstrating each Team member's relevant experience. All projects referenced must include a reference (name and contact information).

**Tab 6:**            **MFD Information**

The Commission has a strong policy prohibiting discrimination of any kind in public contracting, based upon race, religious affiliation, ethnicity, national origin, gender or disability. The Commission is an equal opportunity employer and has longstanding procurement policies in place for inclusion of minority, female and/or disabled participation in Commission contracts and projects. Proposed Development Teams are accordingly advised that the Commission expects that the recommendations of its Minority/Female/Disabled (MFD) Anti-Discrimination Program will be applied by the Offeror to each phase of the planning, design and construction of the Project - Headquarters and Residential components.

For the Professional Services category, Minority and Disabled-owned firms which meet certain requirements and have been approved as eligible by the Fair Practice Office, receive an evaluation preference. A copy of the letter of approval issued by the Fair Practice Office must be attached to the Offeror's response in order to receive an evaluation preference on this solicitation.

One of the factors that will be in the evaluation is whether, and at what level, the equity ownership structure of the Offeror includes MFD participation. For purposes of this provision, a MFD business enterprise shall have the meaning ascribed to that phrase in Commission policy 4-10. For purposes of this RFQ Offerors must (a) acknowledge that they understand that minority equity participation is strongly encouraged for the project, and will be part of the evaluations during the RFQ and RFP process, and (b) address this in the responses to the RFQ by describing in the proposed project approach how, with what participants and at what methods and levels, the goal of minority equity participation would be met.

For the goal of MFD equity participation, the later Request for Proposals will, at a minimum, require Development Teams to include in their proposals a statement (a) indicating the identity, description, and experience of all proposed MFD individuals and enterprises, (b) the equity/ownership level of the MFD enterprise(s) in the developer and team entities and in the project, and (c) the level of MFD participation in the control, management, and operation of the developer and team entities. Based upon the detailed information provided in response to the RFP, the Commission will evaluate each Offeror's (a) methods and resulting level of participation responding to the goal, (b) creativity in inclusion of non-traditional MFD participation, and (c) success in incorporating MFD individuals and firms into the Project work program and equity structure.

In addition, this project has significant subcontracting opportunities and, therefore, each Offeror must demonstrate compliance with the Commission's Non-Discrimination in Subcontracting Program in this phase of the project, as well as in the construction phase of the project. An MFD subcontracting level of participation for this phase has been recommended at 25% for this phase of the project. An MFD subcontracting level of participation for the construction phase has been recommended at 25%. A Nondiscrimination in Subcontracting Bid Form is enclosed for completion and must be included with any proposal submitted in response to this RFQ. Each awardee must agree to comply with the Commission's policy.

#### 4.0. Evaluation Criteria

Major Category	Components	Points
<b>1. Experience and Qualifications of the Development Firm / The Developer</b>	<u>Development Firm</u> A. Offeror/ Firm and Principal In Charge B. Key Personnel, incldg Project/ Contract Manager for the entire project C. Experience with Similar Projects D. Overall Experience	<b>40</b>
<b>2. Experience and Qualifications of the Development Team (excluding the Development Firm) and Team Personnel</b>	<u>Associated Team Members</u> A. Architect/ Engineer Entity B. LEED Entity C. Residential Project Entities including Affordable Housing Expertise D. Completeness and Capabilities of Other Entities E. Experience Working Together G. Resumes and References	<b>35</b>
<b>3. References</b>	A. Financial Statement B. References Development Firm Principal In Charge/and Project Manager	<b>10</b>
<b>4. Additional Development Firm and Team Responses to Qualifications Requests</b>	A. Summary Response B. Response to Project Requirements C. Response to MFD Equity Participation D. Response to subcontracting participation of Firms with Principal Ownership as Minority, Female, and Disadvantaged Persons E. Conformance to Procurement Requirements	<b>15</b>

100 Point Basis

## **5.0. *The Commission's Procurement Procedures and Regulations***

### **5.1 RFQ Announcement**

The Montgomery County Department of Park and Planning of the Maryland-National Capital Park and Planning Commission (the Commission) hereby invites Submittals of Qualifications from interested persons and firms with experience in the implementation of Office and Mixed-Use Development projects. Submittals shall be in accordance with this Request for Qualifications (RFQ) for the SilverPlace: Headquarters and Mixed-Use Project as set forth herein.

### **5.2 RFQ Process and Submittal Requirements**

Submittal of Qualifications are to be Received by  
:  
**11:00 AM Wednesday November 30, 2005**

Written Submittals to be delivered to:  
Maryland-National Capital Park and Planning Commission  
Purchasing Division, Suite 300  
6611 Kenilworth Avenue  
Riverdale, Maryland 20737

With Notation on the outside Packaging and Transmittal Letter: **M-NCPPC P26-134**

One (1) original and eleven (11) copies all bound and sealed must be received as follows:

Offerors are requested to confirm that their Offers are valid for a period of 120 days after submittal.

Delivery of submittals to the Purchasing Division, third floor, Suite 300, may only be made during Commission business hours, 8:00 AM to 5:00 PM, Monday through Friday.

Submittals delivered to any location other than the Purchasing Division office listed above will not be considered. Oral, telephonic, telegraphic and facsimile submittals will not be accepted. If a submittal is sent by mail or courier service, the Offeror assumes full responsibility for its timely delivery to the designated location. Submittals received after the date and time specified for receipt of submittals will be rejected and returned unopened.

Offerors are to conform to the procurement conditions herein including those for Subcontracting. The submittal shall clearly indicate the proposed subcontractors to be utilized to accomplish the future Project Scope of Services.

### **5.3 Mandatory Site Orientation and Pre-Submittal Conference**

A Mandatory Pre-Submittal Conference related to this RFQ is scheduled for:

**9:30 AM Friday November 4, 2005**

Maryland-National Capital Park and Planning Commission, MRO Site

The Mandatory Pre-Submittal Conference will be held at the MRO Site and current facility, 8787 Georgia Avenue, in the MRO Auditorium, 1<sup>st</sup> Floor, Silver Spring, Maryland 20910-3760. Representatives of the Commission will be present for the purpose of providing responses to questions regarding this procurement. It is mandatory, as a requirement for Team proposal consideration, that a representative of a Development Team submitting a Qualification Package attend the Site Orientation and Pre-Submittal Conference.

### **5.4 Procedures for Inquiries and Submittal of Questions**

All inquiries regarding this RFQ and prior to the Pre-Submittal Conference are to be made by telephone to:

Nancy J. Keogh, Purchasing Manager

Maryland-National Capital Park and Planning Commission

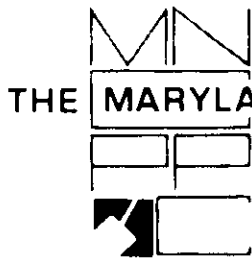
(301) 454-1600

(301) 454-1606 facsimile

## ATTACHMENTS

- A Insurance Checklist
- B Non-Discrimination in Subcontracting Form
- C Vendor Information Form
- D MFD Price Preference Program Eligibility Verification Form
- E Proposed Subcontractor Utilization Form
- F Vicinity Map





THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

6611 Kenilworth Avenue • Riverdale, Maryland 20737

November 10, 2005

Project: **SilverPlace**  
RFQ No.: P26-134  
SUBJECT: Addendum Number One

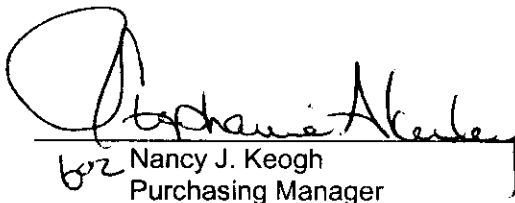
The following changes and/or clarifications to the above referenced project are being provided to all prospective offerors.

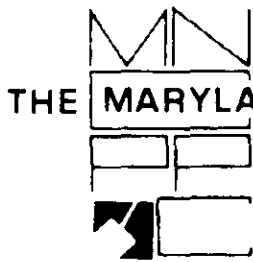
1. **THE RFQ DUE DATE HAS BEEN EXTENDED.** Due to some questions identified at the mandatory Pre-Submittal Conference on November 4, 2005, the date has been extended. The clarifications will be mailed Monday, November 14, 2005. **Submittals to this RFQ must be received on or before 11:00 a.m. on Tuesday, December 20, 2005.**
2. A complete set of attendance sheets from the Pre-Submittal Conference are attached. Please disregard attendance sheets distributed on November 4, 2005. Unfortunately, two (2) sheets were omitted from that set.

All other terms and conditions of the RFQ document apply.

**Offerors must acknowledge receipt of this addendum by signing and returning this letter with the RFQ submittal.**

\_\_\_\_\_  
Acknowledge Receipt by  
Authorized Company Official

  
for Nancy J. Keogh  
Purchasing Manager



**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**

6611 Kenilworth Avenue • Riverdale, Maryland 20737

November 14, 2005

Project: **SilverPlace**

RFQ No.: P26-134

SUBJECT: Addendum Number Two

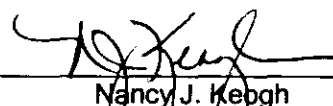
The following changes and/or clarifications to the above referenced project are being provided to all prospective offerors.

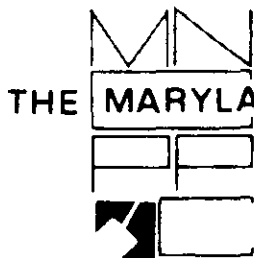
1. A complete set of questions asked and answered at the mandatory Pre-Submittal Conference are attached.

All other terms and conditions of the RFQ document apply.

**Offerors must acknowledge receipt of this addendum by signing and returning this letter with the RFQ submittal.**

\_\_\_\_\_  
Acknowledge Receipt by  
Authorized Company Official

  
\_\_\_\_\_  
Nancy J. Keogh  
Purchasing Manager



**THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**

6611 Kenilworth Avenue • Riverdale, Maryland 20737

December 1, 2005

Project: **SilverPlace**  
RFQ No.: P26-134  
SUBJECT: Addendum Number Three

The following changes and/or clarifications to the above referenced project are being provided to all prospective offerors.

1. The Purchasing Division received a question from a potential offeror requesting clarification on the use of the summary table on page 13 of the RFQ. Attached is the question and the clarification.
2. Pat Hall t/a A.D.A. has notified the Commission that her correct address is 6260-D Foreland Garth, Columbia, Maryland 21045. Unfortunately, it is incorrect on the attendance sheets from the pre-submittal meeting, sent previously under Addendum Number One.

All other terms and conditions of the RFQ document apply.

**Offerors must acknowledge receipt of this addendum by signing and returning this letter with the RFQ submittal.**

\_\_\_\_\_  
Acknowledge Receipt by  
Authorized Company Official

  
\_\_\_\_\_  
Nancy J. Keogh  
Purchasing Manager

## **Question**

Section 3.2 Tab 2 and the directions for completing the Summary Table Form received at the pre-submittal conference need clarification.

Section 3.2. Tab 2 and the MNCPPC directions require each member of the development team to complete a Summary Table Form for the five Project Categories under which they have experience. (Note the RFQ refers to a form attached as Attachment A-2 which is not attached.) "Experience" seems to be defined in the RFQ as "participation in a minimum of three projects" for the Project Category. If each member of a five member team only had experience with one or two projects in a certain Project Category then under the RFQ neither the team or the five team members qualify as having experience in that certain Project Category and could not complete the form for that certain Project Category and include it in the response to the RFQ although the team may actually have experience in as many as ten projects in that certain Project Category.

Additionally, if each member of a team qualified under the RFQ as having "experience" in all Project Categories then each member would complete a form for as many as five projects for each of the five Project Categories or 25 forms. If each member of a five member team completed 25 forms then 125 forms would be included with the response to the RFQ. Unfortunately the RFQ limits the number of forms to be included in the response to the RFQ to 25.

Please provide clarification on how the response to the RFQ is to be prepared.

## **Clarification**

There is a single Summary Table for each of the three to five projects a Team lists under each of the five Project Categories. Three to five projects can be submitted to demonstrate the Team's experience in a given Project Category. If more than one member of the Team worked on a single project each firm may be listed in the Summary Table with their discipline noted. Projects within a given Project Category that demonstrate that the Team has worked together are of interest to the Commission as well as highly relevant projects that may only include one of the Team members. Each Development Firm and Team must determine what three to five projects demonstrate most effectively the Team's experience in a given Project Category and the Team's experience working together. The intent is simplicity and clarity with regard to Development Firm and Team experience.

If the Development Firm and Team have less than three projects within a given Project Category that does not disqualify the Development Firm and Team.

It is incorrect to interpret Tab 2 as requesting that each member of a Team submit three to five projects under each of the five Project Categories. The *Team* must submit three to five projects under each of the five Project Categories.

## **Examples**

### *Example 1*

Developer "X" developed a build-to-suit Headquarters office building for a Planning Commission in Florida. The project manager was Nelson.

Architect "A" on Developer X's team was the lead architect on the same project. The project manager was Spring.

Engineer "B" on Developer X's team worked on the project in a supportive role to another lead engineer. The project manager on the project was Guiseppe.

Landscape Architect "C" on Developer X's team was the lead landscape architect on the same project. The project manager on the project was Smith.

The Matrix would read as follows:

**PLANNING COMMISSION HEADQUARTERS, FLORIDA**  
**BUILD TO SUIT**

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch. Design	Landscape Design	Construction	Property Mgmt
Developer X	Nelson	P	P			P	
Architect A	Spring			P			
Engineer B	Guiseppe					S	
Landscape Architect C	Smith				P		

**Notes:**

Place a "P" if the firm took prime responsibility for the discipline (for example: lead architect for project = "P").

Place an "S" if the firm was in a supportive role for the discipline (for example: interior design for project = "S").

**Example 2**

Architect "D" of Development Firm "Z"'s Team designed an office building that satisfied LEED Silver Certification standards. Architect "D" was not working with Development Firm Z on that project, but did work with Management Company "E" and Space Planner "Q" who are on Development Firm Z's team.

The Matrix would read as follows:

**Silver Certified Office Building**  
**LEED**

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch. Design	Landscape Design	Construction	Property Mgmt
Architect D	James			P			
Management Company E	Bergman						P
Space Planner Q	Kronmeyer	P					

**Notes:**

Place a "P" if the firm took prime responsibility for the discipline (for example: lead architect for project = "P").

Place an "S" if the firm was in a supportive role for the discipline (for example: interior design for project = "S").

**SilverPlace**  
**Headquarters and Mixed Use Project**

**RFQ Pre-Submittal Conference:** 9:30am MRO Auditorium, November 4, 2005  
P26-134

**Questions from Attendees/ Prospective Developers and Team Members**

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**SilverPlace:** A Public-Private Project Providing Mixed-Use Development, Affordable Housing, Public Open Space, and a New Headquarters for Park and Planning in the Heart of Silver Spring.

**Questions Asked and Written Responses**

The following written responses are prepared to supplement verbal answers given to questions at the PreSubmittal Conference November 4, 2005.

**Procurement Questions**

1. When does the Commission expect selection of the Developer ?

For the full multiple-step RFQ and RFP process it is expected that public announcement of the Recommended Developer and Team would not occur before the summer of 2006. The selected Developers and Teams will require significant preparation time, a number of weeks, for the concepts and financial proposals in response to the later more detailed RFP step.

2. Will there be 3 to 5 Teams selected (as a result of the RFQ process)?

The Commission desires to have at least 3 to 5 Teams as a result of the RFQ process and as finalists for preparation of proposals in response to the later more detailed RFP.

3. When will the selections by the (RFQ) Evaluation team be made?

Currently it is expected that the identified finalists for the RFQ step would not be determined by the Evaluation Committee sooner than 20 days after the interviews of teams selected as part of the RFQ evaluations. It is anticipated that interviews will be scheduled for both the RFQ and RFP steps.

4. Will there be a limit on the number of Teams in the next step?

While the Commission has no specific limit on the number of finalists that may be selected for the RFP step, there is a full appreciation of the time expenditure that will be required for each Team's preparation of proposals in response to the RFP. The Commission is most interested in receiving quality submittals from the most highly qualified Teams.

5. Who will participate in the Evaluation Committee?

Individual members of the Committee will not be identified at this time. A number of different areas of professional expertise will be represented on the Committee. Specific names will be available after the Evaluation Committee has completed its work. The Commission's Purchasing Manager will participate in and monitor the process.

6. What is the procedure for additional questions after the Pre-Submittal conference?

All questions after the Pre-Submittal conference must be directed, in writing, to Nancy Keogh, Purchasing Manager, 6611 Kenilworth Avenue, Suite 300, Riverdale, MD 20737 or [centralpurchasing@mncppc.org](mailto:centralpurchasing@mncppc.org). If the questions are not procedural, all offerors will be notified, in writing, of the questions and answers.

Please note that any further questions or contact regarding this RFQ must be to and through Nancy Keogh or the Purchasing Office. Other Commission staff members are not allowed to answer questions from offerors regarding this RFQ.

7. Is there a preference for (participating) firms related to geographic location of the firms?

No, the Commission's procurement policy does not recognize a local preference.

8. May the sign-in/ attendance sheets be distributed ?

With agreement by all attendees, Sign-In-Sheets were distributed to attendees that stayed to obtain them at the November 4<sup>th</sup> Pre-Submittal Conference. Please note that 2 sheets were not included with the original distributed package. A complete copy of the sign-in sheets was mailed with Addendum Number One.

9. What procedure is to be used for delivery of the proposals to the Kenilworth Avenue location?

Submittals must be received in Room 300 at 6611 Kenilworth Avenue, Riverdale, MD 20737, no later than 11:00 a.m. on Tuesday, December 20, 2005.

10. Explain the process for filling out the Project Table (RFQ page 13). Does each firm fill out the Table?

Experience with similar projects and related experience of the Team members are requested with use of the Project Table. Projects that fit into the 5 category types are requested. Projects may fit into more than one type in which case the project should be listed separately by each type that applies. Each named key personnel should complete the table and denote their specific roles within each project type.

## Finance Questions

11. Regarding a capital lease and the potential lease structure for the project, is it the Commission's objective to (4.1) own or rent the office facility, and (4.2) would there be a capital lease or an operating lease?

The Commission intends to own the Headquarters Facility. Offerors are requested to describe, with a detailed proposal in response to the RFP step, the structure that would be proposed to meet this objective. COPs financing is envisioned for the Headquarters component, however, Offerors are encouraged to approach all of the listed project objectives with creativity. If an alternate financing structure is proposed and the benefits to the Commission are greater, it will be considered. Financing approaches and later detailed Project financial proposals must comport with the Commission's enabling legislation in Article 28.

12. Page 2 of the RFQ states that the Project does not have funding. Can you elaborate on this?

This reference on page 2 of the RFP is in regard to full Headquarters Project funding that will be required later for Facility Planning, Design, and Construction phases. Funding is in place and adequate for the full Developer solicitation process and for the initial agreement of understanding.

After receipt of proposals, the Commission intends to seek appropriation from the County Council.

13. Is the current funding within the operating budget, or is it CIP funding?

Current funding as described above is designated and allocated within the Departmental CIP program (also refer to question 12). Long term project budgeting estimates are ongoing. Public funding for the Facility Planning Design and Construction Phases will be requested after receipt of proposals.

14. What is the proposed structure of the residential portion of the Project? Will it be a ground lease to the Developer, or subdivided by the Developer?

The Commission is expecting Developer Teams to propose financing structures for the Headquarters Office and Residential components and the entire Project. The Residential portion of the project will be a private sector development (refer to page 11, Section 2.3.4. of the RFQ). The Commission recognizes the unique aspects of the Residential portion particularly considering the minimum 30% affordability criteria. The proposed structure of the residential portion financing could be either depending on what is most beneficial to the Commission and is permissible under Article 28. Developer Teams are expected to submit proposals to the Commission that would respond to the objectives of the Project, while conforming to the requirements of the Commission's enabling legislation. It is expected that any



proposed lease, or subdivision considerations meet the Project objectives and Commission requirements. (Refer also to response to question 11 herein).

15. Regarding the financing structure, is it open to proposal of a ground lease; or if the land is retained (by the Commission) as a public entity, does the CBD-1 limits apply, or do rules relating to a public entity under state law apply?

The CBD-1 Optional method zoning category defines the allowable development envelope for the Commission owned MRO Site (Refer to response to question 23 herein). All aspects of the proposed development must conform to governing laws and Commission enabling legislation.

16. Regarding financing, what is the experience of the Commission regarding COP's (Certificates of Participation) financing, and how would that experience relate to the Project?

The Commission has successfully financed two office building projects using tax exempt COPs. Due to the Commission's strong financial position, we would expect the market to view this opportunity favorably.

It is the intention of the Commission to use COPs financing for the Headquarters portion of the Project unless an alternate financing method is proposed and deemed superior and meets Commission requirements.

## **Project Questions**

17. Is the proposed site in an economic district?

The Commission owned 3.24-acre (approx.) site (MRO Site) at 8787 Georgia Avenue is within an Enterprise Zone. However, this designation expires at the end of 2006 and is not likely to be renewed. An Enterprise Zone normally provides tax credits for commercial development, however this would not benefit the Commission since the Commission is not obligated for tax payments related to the property (Enterprise Zone tax credits do not apply to residential development). For both of these reasons the current Enterprise Zone is probably not relevant to this project. All factors that may be applicable in this regard would be expected to be addressed by the selected Offeror's response to the later detailed RFP.

18. (Comment on) the (potential) unequal playing field that would exist if one group, now or in the second (RFP) phase, proposes an alternate location for the (Headquarters) Office at a Downtown site that would have a higher development potential and larger economic return (than the MRO Site).

Proposals will be evaluated upon the full range of objectives and criteria presented in the solicitation documents. The development envelop under the CBD-1 Optional method applied to the MRO Site is fully adequate for the Project. Economic

aspects of the Project are only one criteria and the MRO Site has many attributes that alternate locations may not have.

19. In the Consolidated Headquarters Study was the Sligo Creek Maintenance Facility considered as a site and is this a possible site for the Project?

The Sligo Creek Maintenance Facility has not to date been included within site considerations for the Project, and is not added as such within this solicitation.

Regarding current Commission activities at the Parkside site at Burnett Avenue, all of these present Commission functions are to be included within the planned consolidated Commission Headquarters Facility. The Parkside site is owned by the County, with the Commission currently making lease payments (nominal) for current occupancy for existing Commission activities which are predominantly Park development related activities. The ultimate disposition of the Parkside site will be by the County with a process separate from the planning of the Headquarters Facility, and with the Headquarters Facility not dependant upon the County process.

20. Is there other publicly owned land being considered, and what area applies to consideration of an alternate site? What are the boundaries for the Silver Spring Downtown area?

Any alternate site that may be proposed for the Headquarters Facility must be located in Downtown Silver Spring; and the Downtown boundary is the area within the Central Business District as defined in the Approved and Adopted Silver Spring CBD Sector Plan, February 2000.

21. There is no LEED certification (as specific as the LEED Office criteria) for residential projects. How should Developer Teams determine the level of LEED compliance for the Residential uses within the Project? What level of criteria should be used to achieve this?

This is addressed in RFQ page 8, section 2.1.5.3. with minimum LEED levels of Silver applied for the Office (LEED-NC) and Certified applied for Residential uses. Since the LEED-NC office criteria is generally not specifically applicable to residential uses, M-NCPPC will require participation in applicable USGBC LEED programs for the residential component of the project, at the Certified Level, and will accept participation in pilot programs if necessary. LEED programs for both Homes (LEED-H) and Neighborhood Development (LEED-ND) are in the process of development by the USGBC.

It is the intent of the Commission that the entire SilverPlace Project be environmentally responsive. Added guidance to selected Offerors as to LEED objectives will be within the later RFP.

22. What level of A and E (architectural and engineering) work is expected in the RFP

phase?

Conceptual proposals for the Project will be requested in the RFP step. A design vision for the entire Project will be the intent of the request for conceptual proposals. Submission parameters will be defined in the RFP.

23. Will an alternate zoning category for the MRO Site be considered?

The 3.24-acre Commission owned site (MRO Site) is zoned CBD-1 and, under the Optional method of development, office and residential uses are permitted at a total floor area ratio (FAR) of 3. The CBD-1 Optional method is to be used as the permitted zoning for the Project (Refer to Corrected Map 6, Page 33, Proposed Zoning Plan, Approved and Adopted Silver Spring CBD Sector Plan, February 2000).

## **Question**

Section 3.2 Tab 2 and the directions for completing the Summary Table Form received at the pre-submittal conference need clarification.

Section 3.2. Tab 2 and the MNCPPC directions require each member of the development team to complete a Summary Table Form for the five Project Categories under which they have experience. (Note the RFQ refers to a form attached as Attachment A-2 which is not attached.) "Experience" seems to be defined in the RFQ as "participation in a minimum of three projects" for the Project Category. If each member of a five member team only had experience with one or two projects in a certain Project Category then under the RFQ neither the team or the five team members qualify as having experience in that certain Project Category and could not complete the form for that certain Project Category and include it in the response to the RFQ although the team may actually have experience in as many as ten projects in that certain Project Category.

Additionally, if each member of a team qualified under the RFQ as having "experience" in all Project Categories then each member would complete a form for as many as five projects for each of the five Project Categories or 25 forms. If each member of a five member team completed 25 forms then 125 forms would be included with the response to the RFQ. Unfortunately the RFQ limits the number of forms to be included in the response to the RFQ to 25.

Please provide clarification on how the response to the RFQ is to be prepared.

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## **Examples**

### *Example 1*

Developer "X" developed a build-to-suit Headquarters office building for a Planning Commission in Florida. The project manager was Nelson.

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Engineer "B" on Developer X's team worked on the project in a supportive role to another lead engineer. The project manager on the project was Guiseppe.

Landscape Architect "C" on Developer X's team was the lead landscape architect on the same project. The project manager on the project was Smith.

The Matrix would read as follows:

**PLANNING COMMISSION HEADQUARTERS, FLORIDA**  
**BUILD TO SUIT**

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch. Design	Landscape Design	Construction	Property Mgmt
Developer X	Nelson	P	P			P	
Architect A	Spring			P			
Engineer B	Guiseppe					S	
Landscape Architect C	Smith				P		

**Notes:**

Place a "P" if the firm took prime responsibility for the discipline (for example: lead architect for project = "P").

Place an "S" if the firm was in a supportive role for the discipline (for example: interior design for project = "S").

**Example 2**

Architect "D" of Development Firm "Z"'s Team designed an office building that satisfied LEED Silver Certification standards. Architect "D" was not working with Development Firm Z on that project, but did work with Management Company "E" and Space Planner "Q" who are on Development Firm Z's team.

The Matrix would read as follows:

**Silver Certified Office Building**  
**LEED**

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch. Design	Landscape Design	Construction	Property Mgmt
Architect D	James			P			
Management Company E	Bergman						P
Space Planner Q	Kronmeyer	P					

**Notes:**

Place a "P" if the firm took prime responsibility for the discipline (for example: lead architect for project = "P").

Place an "S" if the firm was in a supportive role for the discipline (for example: interior design for project = "S").

**RESPONSE TO  
REQUEST FOR QUALIFICATIONS  
SILVERPLACE  
M-NCPPC HEADQUARTERS AND  
MIXED-USE PROJECT**

**SUBMITTED TO:  
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION  
PURCHASING DIVISION, SUITE 300  
6611 KENILWORTH AVENUE  
RIVERDALE, MARYLAND 20737  
ATTN: NANCY J. KEOGH, PURCHASING MANAGER  
(301) 454-1600**

**SUBMITTED BY:  
SILVERPLACE, LLC  
7850 WALKER DRIVE, SUITE 400  
GREENBELT, MARYLAND 20770  
ATTN: MR. JEFF KAUFMAN  
(301) 623-1543**

# SILVERPLACE

## I. EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

### Introduction and Project Approach

The Maryland National Capital Parks and Planning Commission has taken a major step to create an exciting mixed-use project that will be anchored by its new, sustainable Headquarters Building. As SilverPlace, LLC we are pleased to respond to this challenging and forward-thinking Request for Qualifications.

The SilverPlace, LLC development entity consists of a to-be-formed joint venture partnership between three highly qualified and well known development firms: The Bozzuto Group, Spaulding & Slye and Harrison Development. These firms' interests and efforts will be aligned through a joint venture structure under which each will have an ownership interest in all portions of the project.

The members of SilverPlace, LLC have a long and successful history developing projects nationally, in Maryland, and specifically in Montgomery County; and a demonstrated depth in programming, planning, designing and constructing complex mixed-use projects with similar goals and objectives to those proposed in the SilverPlace M-NCPPC Headquarters and mixed-use project. Each of our respective firms has the capability and experience on its own merit to successfully develop the proposed SilverPlace project, but by combining our talents believe we offer an unparalleled expertise. The SilverPlace, LLC Team provides the Commission with a development entity consisting of three experienced and successful large-scale, mixed-use master developers combined with individual firm expertise in the successful design and development of distinctive headquarters facilities and residential projects in a mixed-use setting.

As Master Developer for this mixed-use project, The SilverPlace, LLC Team will be responsible for leveraging the Commission's land value through entitlement, design, and financing, to maximize the three primary project components, those being the M-NCPPC Headquarters Building, the Residences, and the Public Park. The design integration and coordination will be the master developer's primary concern and will remain such throughout the project. The Bozzuto Group, or more specifically Bozzuto Homes, will be the residential developer and will be responsible for working with the master developer to design, finance, construct and deliver for sale or rent residences that seamlessly fit into the master developer's project vision. Similarly, Spaulding & Slye will contribute to the overall planning and development of the mixed-use site as well as be primarily responsible for the design, financing, construction, and delivery of the M-NCPPC Headquarters component. Harrison Development will play a lead role in the project's programming and entitlements and will be directly responsible for community communications as the project's "Community Liaison".

Nationally acclaimed and locally based Torti Gallas and Partners will head the master planning effort as well as take the lead architectural design role for the residential components of the project. In addition, the SmithGroup will be the lead designer for the M-NCPPC Headquarters building. Michael Vergason Landscape Architects Ltd., will participate in the master planning process, collectively supporting both the residential and headquarters design, and take the lead design role for the creation of the public open space.

Completing the SilverPlace, LLC Team are some of the most respected names in each of their fields. GHT Limited will be the project MEP for both the residential and commercial components of the project. A. Morton Thomas and Associates, a minority owned civil engineering firm headquartered in Rockville will provide coordinated civil engineering cohesively to the site. Tadjer-Cohen-Edelson and Associates will provide structural engineering services. Sustainable Design Consulting will act as an environmental consultant working with Torti Gallas, SmithGroup, and Michael Vergason to achieve the ambitious sustainable design and LEED goals set for this project. Wells & Associates, LLC will provide traffic impact analysis and consulting. And Finally Bob Harris from Holland and Knight will help the master developer navigate the zoning and entitlement process.

SilverPlace, LLC brings together this extraordinary team of planners, architects, engineers, developers and other real estate consultants. All of our team members have extensive experience on mixed-use projects in Montgomery County and have worked together with other members of the SilverPlace, LLC on similar type projects.

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### SILVERPLACE



	Silver Place LLC	Torti Gallas	Smith Group	TCE	GHT	AMT	Wells	Sustainable Design	MVLA	Holland & Knight
Silver Place LLC		X	X	X	X	X	X	X		X
Torti Gallas	X			X	X	X	X	X	X	X
Smith Group	X	X		X	X	X	X	X	X	X
TCE	X	X	X			X			X	X
GHT	X	X	X			X		X	X	
AMT	X	X	X	X	X			X	X	X
Wells	X	X	X						X	X
Sustainable Design	X	X	X		X	X				X
MVLA		X	X	X	X	X	X			X
Holland & Knight	X	X	X	X		X	X	X	X	

The SilverPlace, LLC team members were specifically selected to bring specific expertise and to complement each others areas of expertise for the three major components of the project. The success of the SilverPlace project will depend upon how each of these distinct but interdependent uses are seamlessly integrated and managed by a single devoted and experienced development team. The Bozzuto Group, Spaulding & Slye, and Harrison Development have formulated an overall team and team structure centered upon successfully achieving that goal.

In order to ensure a seamless integration of the major project components, a creative and solid foundation for the project needs to be created and managed. This foundation is in the establishment and constant management of the master plan. The master plan provides the framework to guide all decision relative to each of the major project components. As such, we have made the master planning effort the center and focal point of our project teams' organization.

We have assigned team members with the sole purpose of ensuring the success and adherence to an agreed upon master plan for the SilverPlace project. We have established separate specialized teams to lead the headquarters and residential portions of the project to ensure that each of these critical components of the project receive dedicated and experienced personnel for the specific use. The lead project manager for the headquarters and the residential portions of the project will be responsible for coordinating its respective teams as well as coordinating between each other and will work directly with the lead master planner to ensure that each of the project components are being successfully coordinated and integrated together.

The Bozzuto Group, Spaulding & Slye, and Harrison Development Team has assembled and organized a highly qualified team of development management professionals with experience in four areas critical to the success of the SilverPlace project: 1) coordinating the planning and implementation of complex projects with multiple phases and parallel activities; 2) experience coordinating the development and construction of mixed-use facilities; 3) experience in Montgomery County; and 4) experience on headquarters and/or built to suit projects.

## SILVERPLACE

directly with the developers of Kentlands, Lakelands, and Olde Towne Gaithersburg, which are prominent Traditional Neighborhood Developments in the region. He has developed over 600 total residential units over the last four years for Bozzuto Homes.

Clark Wagner attended Towson University and obtained his BS degree in Liberal Arts. He also has a certificate in Landscape Design from The George Washington University and a Masters in Planning from the University of Virginia.

He is an active member in local homebuilder's associations and currently serves on the Finest for Family Living Awards Committee. He continues to serve on a variety of governmental and industry committees and is a speaker on issues of Smart Growth and Traditional Neighborhood Design.

As Senior Vice President of Bozzuto Homes, Clark has been intricately involved in many projects completed by Bozzuto Homes in Montgomery County.

***Headquarters Project Manager***  
***Kem Courtenay***

Kem Courtenay will management oversight of a team of professionals focused on the successful development of the headquarters portion of the project. Mrs. Courtenay will be responsible for coordination with the lead project manager for the residential building and will work closely with Mr. Baum and the master plan team to integrate and coordinate the headquarters project in conjunction with the overall master plan.

Kem Courtenay, a Principal at Spaulding & Slye, has more than 20 years experience in strategic planning and development management. Ms. Courtenay has a background in business, financial analysis, and management, as well as in planning and design. Ms. Courtenay holds an MBA from the University of California, Berkeley and a Masters of Landscape Architecture from Harvard University, Graduate School of Design.

Mrs. Courtenay has extensive recent experience managing multi-disciplinary teams on complex built to suit projects. Mrs. Courtenay recently lead the development and relocation efforts for the Mitre Corporations' three building, 835,000 SF built to suit facility in McLean, Virginia.

***Master Planner and Residential Architect***  
***John Francis Torti, FAIA, LEED AP***

As President of Torti Gallas and Partners, Mr. Torti has provided the strong conceptual leadership to bring his firm to national recognition. He and his creative partners have built a firm that understands the inextricable tie between urban design and architecture, between great cities and great buildings, and between conceptual thinking and creating value within individual buildings as well as how to enhance that value through the design of the surrounding environment.

Prior to joining Torti Gallas, Mr. Torti was affiliated with NASA at the Goddard Space Flight Center and the National Capital Planning Commission, where he worked on numerous designs to rebuild Washington after the 1968 riots. He also was a Principal in an architectural firm in the Midwest and was the director of a non-profit housing and community development corporation.

***M-NCPPC Headquarters Architect***  
***Steven L. Cohen, AIA***

Mr. Cohen is a project manager and designer with a broad range of experience in projects of varying building types, scope and complexity. His primary responsibilities include interaction with clients and users, oversight of in-house design team, consultant coordination and construction management. Over the course of his more than 20 year professional career, he has worked on a variety of building types including commercial, educational, healthcare, hospitality and residential. He has experience in all aspects of the design and construction process, including the regulatory approval process, design, technical detailing, systems engineering and coordination, construction budget and scheduling and

SILVERPLACE

project closeout. He is skilled at synthesizing the needs and issues of clients, contractors and all participants in the design and construction process to provide the best solutions.

### **Landscape Architect**

***E. Michael Vergason, FASLA***

Michael Vergason runs a design-oriented firm that, through their site planning and landscape architecture, emphasize a seamless integration of the built and natural environment. Mr. Vergason trained at the University of Virginia in undergraduate school as an architect and in graduate school as a landscape architect. His education continued at the American Academy in Rome, where he was a 1980 Rome Prize Fellow.

Mr. Vergason maintains a small firm in order to retain personal involvement in all projects. The garden environment in which the firm operates maintains a close collaboration with nature in all seasons. Projects are designed and executed with care and craft.

MVLA is involved in a broad range of project types, including institutional, commercial, and residential projects. Past work ranges from master planning to detailed design, and from private homes to large-scale international projects of high visibility. Their diversified and continuing client base reflects the firm's focus on personal services and high quality design.

### **Alternative Site**

The SilverPlace, LLC does not currently contemplate proposing an alternative site for the M-NCPPC Headquarters building.

### **Relevant Experience**

Our Team has extensive experience that relates directly to the work required on this project. The following chart summarizes the Team's relevant experience with similar projects that overlap many of the important aspects of the SilverPlace project.

## **SUMMARY OF TEAM'S EXPERIENCE WITH SIMILAR PROJECTS**

	Mixed-Use	Public/Private Venture	Residential	Headquarters/Build-to-Suit	LEEDS/Sustainable	Mixed-Income	Mixed-Tenure	Montgomery County	Transit-Oriented	Office Commercial
<b>Mixed-Use</b>										
Twinbrook Commons	x	x	x			x	x	x	x	x
CityVista	x	x	x		x	x	x		x	
Liberty Center	x		x	x			x			
Northpoint	x	x	x				x			
Spinnaker Bay	x	x	x			x	x		x	x
<b>Public/Private Ventures</b>										
Northpoint	x	x	x			x	x		x	x
Johns Hopkins University		x						x		x
City West	x	x	x			x	x			
Wheaton Metro	x	x	x			x	x	x		
The Whitney	x		x			x			x	
<b>Residential</b>										
The Ellington	x	x	x			x				
Kenyon Square	x	x	x			x	x		x	
The Delancey	x		x			x			x	
Alexander House	x		x							
The Montgomery	x	x	x			x		x	x	
<b>Headquarters</b>										
Discovery Communications HQ				x				x	x	x
Time Life HQ				x						
National Academy of Sciences				x						x
PEPCO Headquarters	x			x						x
Mitre Corporation HQ				x						x
<b>LEED/Sustainable</b>										
Mission Ridge					x					x
U.S. Fish and Wildlife					x					x
Philip Merrill Environmental Center					x					x
Capper/Carrollburg Community Center	x	x			x	x				x
Eastern Village Co-Housing			x		x	x		x	x	

## **SILVERPLACE**

### Construction

Spaulding & Slye Colliers' Construction group collaborates with our other services to provide innovative services as a designated general contractor, design/ builder, construction manager, and a construction consultant. We are ranked among the largest construction firms in the Boston and Washington, DC areas, executing in excess of \$100 million annually.

### Leasing

Spaulding & Slye Colliers is experienced in both property representation and tenant representation. Annually, we lease over 10 million square feet of commercial real estate.

### Investment Sales

The Investment Sales group specializes in the sale of real estate for major institutions, developers, and individual investors. We offer clients a variety of services in the acquisition, development, and disposition of real estate, ranging from raw land to fully developed and substantially or totally occupied income-producing property.

### Property Management

Spaulding & Slye Colliers' Property Management group maximizes the value of the 21.3 million square feet of commercial and retail property under our management. We aim to add and create value through on-site management, comprehensive reporting systems, cost control, and business plans for each asset.

### Structured Finance

The Structured Finance Group specializes in real estate finance arranging equity, mezzanine, and debt capital for both our investor and corporate clients. Our full range of real estate financial services include equity and debt placement, joint venture finance, credit tenant lease securitizations, tax-exempt financing, sale-leaseback transactions and real estate advisory services.

### Marketing

Spaulding & Slye Colliers has an award-winning in-house Marketing group that works with our clients and other Spaulding & Slye Colliers team members to develop an appropriate marketing strategy for a specific assignment. Our in-house marketing, public relations, technical writers, and graphic design professionals work cohesively in supporting the marketing objectives of our clients.

### Research

Currently comprised of six research professionals, the Research group provides multi-level support to clients ranging from data collection and analysis to comprehensive market, economic, and demographic analysis.

### Harrison Development

Harrison Development possesses 20-years of combined development, finance, and management experience—the team is well prepared to handle the most complex of projects.

Harrison Development's expertise focuses on residential development, development consulting, community planning and project management. Harrison Development and the Bozzuto Group are currently working together on several projects in the preliminary stages of development.

In addition to this formidable real estate development team, Harrison Development has formed a significant partnership with Lubert-Adler, a finance and development partner with in excess of two billion dollars in real estate assets. The Lubert-Adler team not only brings its financial strength to Harrison Development, but also adds considerable value with the broad development experience of its staff. Harrison Development is a local operating partner for Lubert Adler, and works to add considerable value to the Baltimore/Washington real estate market by bringing Lubert Adler's resources to bear.

### Torti Gallas and Partners

Torti Gallas and Partners was established in Silver Spring, Maryland in 1953. Today, with offices in Silver Spring and Los Angeles, California, the firm is one of the largest architectural and planning firms in the country dedicated to the principles of the New Urbanism and sustainable design. Torti Gallas has extensive experience with all types of master planning and building projects in the residential, mixed-use downtown, and commercial sectors, in both national

## **SILVERPLACE**

and international markets. Since our founding, these projects have yielded more than \$18 billion of construction. Further, as testimony to our commitment to sustainable design, Torti Gallas has 33 LEED Accredited Professionals. The extensive experience and practical knowledge gained over 52 years of practice allows our team to arrive at inventive solutions for communities and downtowns that provide value to our clients and to the people who will ultimately live, work, learn, shop and play in them.

### **SmithGroup**

SmithGroup is the oldest continuously practicing architecture firm in the United States. Established in 1853, SmithGroup is a team of over 750 gifted, energetic, and creative architects, urban designers, landscape architects, interior designers, and engineers in nine multi-disciplinary offices located throughout the United States.

Their professionals are creative people with the experience and the commitment to excel. They value collaboration and seek to engage clients in a spirited exchange of ideas in order to derive solutions that are practical yet insightful, and that help to advance the mission and strategic objectives.

They believe that successful commercial developments and livable cities and communities embody ideas that transcend the commonplace. They seek the best ideas throughout their very broad practice, whether for healthcare and research environments, learning and cultural facilities, manufacturing centers or corporate offices of the world's fastest-growing companies.

### **Project Managers**

#### ***Principal-in-Charge (Primary Contact)***

#### ***Tom Baum – President, Bozzuto Development Company***

Tom Baum will be the Commission's main point of contact for the Bozzuto Group/Spaulding & Slye/Harrison development entity. Mr. Baum will be responsible for managing the resources for the Bozzuto Group, Spaulding & Slye and Harrison and will be the overall head of the project with specific focus on the successful development and management of the project master plan.

As President of Bozzuto Development Company, Tom Baum is responsible for the company's apartment development operations. More than 2,400 units are currently under construction throughout the Mid-Atlantic and Northeast regions in projects that range from urban high-rise properties to neo-traditional communities to affordable and senior living residences. Prior to joining Bozzuto Development Company in 2001, Tom was a Senior Vice President with Summit Properties, Inc. where he significantly expanded the firm's Mid-Atlantic portfolio.

A registered architect, Tom is a graduate of the University of Illinois and has a Masters in Real Estate Development from Columbia University. He also attended the French National Architecture Academy in Versailles. Tom is a member of the Urban Land Institute and the National Association of Homebuilders. He currently serves on the advisory boards of Mission of Love, Inc., and the Bethesda Cultural Alliance.

As President of the Bozzuto Development Company, Tom has been intricately involved in each of the projects completed by Bozzuto Development Company (BDC) since 2001. This includes the previously referenced projects that are detailed above

#### ***Residential Project Manager***

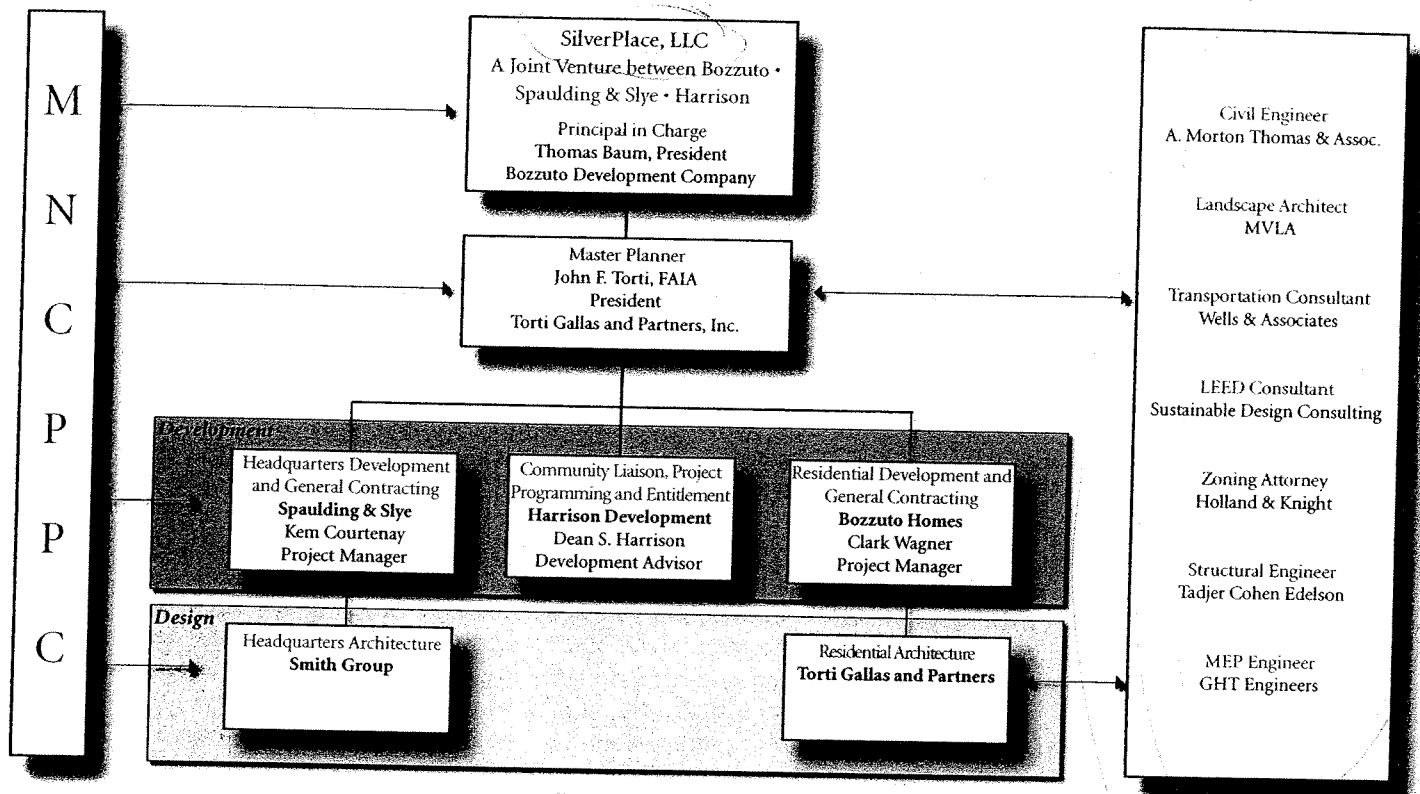
#### ***Clark Wagner – Senior Vice President, Bozzuto Homes, Inc.***

Clark Wagner will manage a team of professionals focused on the successful development of the residential portion of the project. Mr. Wagner will be responsible for coordination with the lead project manager for the headquarters building and will work closely with Mr. Baum and the master plan team to integrate and coordinate the residential project in conjunction with the overall master plan.

Prior to joining Bozzuto, Clark Wagner spent sixteen years with the City of Gaithersburg in various positions. His major accomplishments include his work as author of the City's award-winning Smart Growth Policy. He worked

### **SILVERPLACE**

The team is comprised of individuals who have the essential skills—including considerable experience with private as well as public sector development and project management—required to effectively oversee and manage the development process. The following is an outline of our team with a description of their respective project roles:



The SilverPlace, LLC Team is uniquely qualified to help make SilverPlace a unique reality. Our collective capacity to bring large, complex projects such as yours from an idea, through programming, design, financing, and construction make us one of the most qualified real estate teams in the region. We relish the opportunity to continue to bring our enthusiasm, vision, and solid experience to work for you in helping you achieve your goals for this exciting and challenging project.

### Overview of Development Firm and Team Members

#### **The Bozzuto Group**

Headquartered in Greenbelt, Maryland, The Bozzuto Group is a full-service real estate company active in development, management, construction, homebuilding, landscaping, and mortgage services. The firm, its principals and subsidiaries have been recognized with numerous industry honors, including the national Pillars of the Industry awards for Multifamily Development Firm of the Year (2003), Multifamily Builder of the Year (1998) and Property Management Company of the Year (2000); and regional recognition as Builder of the Year and Environmental Developer of the Year, and Environmental Builder of the Year.

Since the formation of the Bozzuto Group in 1988, Tom Bozzuto has led the company's development, construction, and management of almost a billion dollars of income producing and for-sale housing. During his thirty-year career, he has overseen and been responsible for the creation of more than 25,000 residential units with a conservatively estimated value of \$2.5 billion. Prior to the formation of The Bozzuto Group, Tom spent thirteen years as Mid-Atlantic Regional Partner at Oxford Development Corporation. He also worked for James Rouse Mortgage Company and, prior to that, the U.S. Department of Housing and Urban Renewal.

A graduate of Hobart College, Tom has a Masters degree in Metropolitan Studies from the Maxwell School at Syracuse University. He served as a Congressional Appointee to the Millennial Housing Council and is currently serving his second term as a Gubernatorial Appointee to the Maryland Housing Commission. A member of the Harvard Joint Center for Housing Policy Advisory Board, he is the Immediate Past Chairman of NAHB's Multifamily Executive Leadership Board. Tom is also active in a number of community organizations.

### **SILVERPLACE**



Co-founder and principal of The Bozzuto Group, John Slidell oversees the direction of the company's development operations, including Bozzuto Homes, Inc., which has introduced 4,000 homes throughout the greater Washington-Baltimore Metropolitan Area, and Bozzuto Development Company, responsible for the creation of more than 14,000 apartment units in areas throughout the Mid-Atlantic and Northeast regions. Prior to the formation of the Bozzuto Group, John spent six years as Vice President and Operating Partner for Oxford Development Company.

John is a graduate of Princeton University and has a Masters in City and Regional Planning from the University of North Carolina. He is a member of the Board and Executive Committee of the Montgomery Housing Partnership, a private, non-profit housing provider; serves on the Executive Committee of the Washington District Council of the Urban Land Institute; and has served as Finance Chair of the Fairfax County Affordable Housing Task Force.

Co-founder and Chief Operating Officer of The Bozzuto Group, Rick Mostyn has complete debt and equity financing responsibilities for all of the company's projects. He is responsible for coordinating land development, construction and permanent financing for investment and for-sale properties. He also maintains the company's credit relationships with commercial institutions, joint venture partners, government agencies and private investors. Prior to the formation of The Bozzuto Group in 1988, Rick specialized in real estate and banking at Coopers and Lybrand.

A graduate of the University of Maryland, Rick has a Masters degree in Finance from Johns Hopkins University. An active alumnus of the University of Maryland, Rick is a member of the Board of Enterprise Homes, developer of affordable housing for the Enterprise Foundation.

Many of the Bozzuto Group's projects have included a successful public-private component, including the development of The Whitney at Bethesda Theatre. This remarkable project located in downtown Bethesda integrates a landmark theatre, 253 luxury apartment residences and a new county parking garage. The project, valued at \$75 Million, presented a number of challenges. Among them: designing for the dual character of the site, which fronts vibrant Wisconsin Avenue and borders an established residential neighborhood; addressing the process and design intricacies of the project's three very different building components; and the complexities of restoring a theatre listed on the National Register of Historic Places. Other recent public/private partnership projects include the Fedora Condominiums (DC), The Delancey (Shirlington, VA), Spinnaker Bay apartments and condominiums (Baltimore), and the two Wheaton properties.

### **Spaulding & Slye**

Spaulding & Slye Colliers is a privately held company with nearly 40 years of experience providing comprehensive real estate services in the disciplines of development, construction, consulting, finance, leasing, marketing and research, property and asset management, investment sales, and strategic planning. The firm currently employs approximately 485 real estate professionals in its Washington, DC and Boston, Massachusetts, offices.

Spaulding & Slye provides a wide spectrum of services to both investors and users of real estate, including professional services firms, government agencies, life science and educational institutions, and corporations.

### **Development**

Spaulding & Slye provides build-to-suit development solutions to both corporate clients and institutional owners. Drawing on experts from every real estate discipline within the firm, our Development Management team operates as a client's representative during the project. Spaulding & Slye negotiates with lenders, contractors and tenants, obtains building permits and environmental approvals, works with project architects and engineers, and orchestrates schedules and construction details.

Development and construction management have always been at the core of Spaulding & Slye. Because of our long-term position as an owner/developer in both private and public/private projects, we approach development management not as a consultant, but as an asset manager and owner representative developing a project for long-term occupancy and use. Our objective has always been to maximize the economic value and utility of a client's asset. Using the experience gained from more than 220 projects with a value of over \$4.0 billion, we provide management of the complex process that leads to quality development.

## **SILVERPLACE**

# SILVERPLACE

## II. TEAM EXPERIENCE WITH SIMILAR PROJECTS



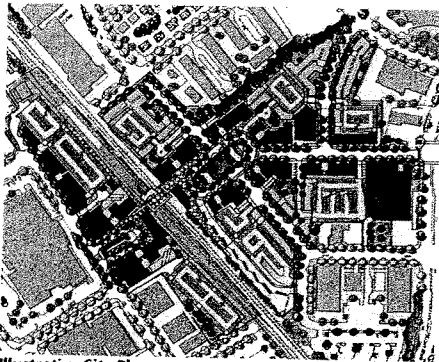
# Twinbrook Commons

Project Category: Mixed-Use

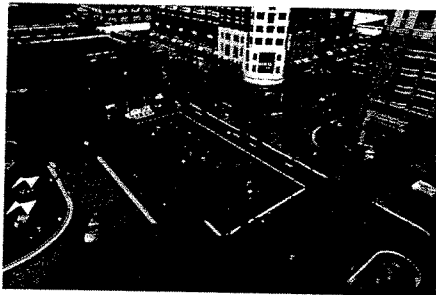
		Discipline					
Firm Name	Project Manager	Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Tom Danco	P		P			
Wells & Associates	Michael Workosky			S*			

\* Transportation Engineering

**Twinbrook Commons • Rockville, Maryland**  
*Congress for the New Urbanism Charter Award, 2004*



Illustrative Site Plan



Perspective of Twinbrook Commons

**Services provided:**

- rezoning
- annexation
- programming
- process
- site plan approval
- feasibility/yield analysis
- community meetings
- public hearing
- code analysis
- urban design
- neighborhood planning
- architectural design

**Square Footage:**

1,295 residential units, 620,000 SF of office,  
 160,000 SF of retail

**Project Description:**

Mixed-Use Transit Oriented Development

**Types of Financing:**

Public/Private

**Date of Completion:**

2008 (estimated)

**Team Members and Key Personnel:**

Torti Gallas and Partners  
 John Torti, Daniel Ashtary, Michael Nicolaus

**Wells & Associates**

Michael Workosky

**Lead Firm and Project Manager:**

JBG Companies, Rod Lawrence

**Reference:**

Mr. Rod Lawrence, Managing Director  
 JBG Companies  
 (240) 333-3600

*"I have always wanted to live in Georgetown because of its urban character. Now, I don't have to move to Georgetown, because you are bringing Georgetown to me."*

The design of Twinbrook Commons is the result of a composite of ideas with one overarching concept: to seamlessly connect existing neighborhoods with a pedestrian-friendly transit-oriented environment. It achieves this goal through a clear hierarchy of streets and spaces and a dynamic mixing of uses. Through the joint effort of designers, county officials, transit authorities, and private investment, this revitalized public transit station will become the model for transit-oriented centers throughout the entire region.

Focused around the Twinbrook Station, along the Metro Red Line, Twinbrook Commons has organized streets and blocks that facilitate the use of public transit. The juxtaposition of bus and rail lines and commuter parking with commercial uses attempts to activate the streets and make using public transit a comfortable and efficient mode of transportation.

With public and private parking concealed by office, residential, and retail uses, the plan emphasizes the pedestrian realm. The main streets have formal edges with wide sidewalks and ground floor retail uses while smaller local streets have a more idiosyncratic feel with residential entrances and small courtyards.

With a variety of building types, Twinbrook Commons hosts a wide range of income levels and lifestyles. High-rise residential buildings form the edges of a central plaza and signify the arrival at an urban center. Small four-story residential buildings form a transition zone between the transit plaza and the surrounding neighborhoods. This mixed-use environment is a prime example of how carefully-crafted urban fabric can connect isolated neighborhoods as well as creating an environment that enhances the experience of using public transit.



Perspective of Twinbrook Commons

## CityVista

Project Category: Mixed-Use

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Sherief Elfar	P		P			
GHT, Ltd.	Mory Nabavian			S*			

\* Mechanical/Electrical/Plumbing Engineering

## residential

## CityVista • Washington, D.C.

Torti Gallas and Partners is part of the winning development team for the redevelopment of the Old Wax Museum site at 5th and K Streets NW in downtown Washington, DC. The project was advertised and awarded through the RLA Revitalization Corporation (RLARC).

The development team is led by Lowe Enterprises Mid-Atlantic, Inc., and includes CIM Urban Real Estate Fund LP, a California-based pension fund, Bundy Development Corporation, Neighborhood Development Company and Michael Marshall Architecture, collaborating architect.

The redevelopment program calls for a Safeway store with a Starbucks coffee shop, dry cleaner and bank; retail space, condominium and apartment units, 20% of which would be set-aside as affordable housing; and parking.

The site, located in the Mount Vernon Triangle area of the city, is currently a parking lot. It is a major building block in the city's plans to attract new residents and create a vibrant city life near the new convention center.

### Services provided:

- programming
- feasibility/yield analysis
- comprehensive planning process
- community meetings
- urban design
- neighborhood planning
- architectural design

### Square Footage:

550,542 SF (623 units), 58,000 SF Safeway store, 70,000 SF retail space

### Project Description:

Mixed-Use Transit Oriented Development

### Types of Financing:

Public/Private

### Date of Completion:

Spring 2008

### Team Members and Key Personnel:

Torti Gallas and Partners  
John Torti, Maurice Walters, Feng Xiao

### GHT, Ltd.

Rodney Simpson, Mory Nabavian, Kenton McNabb

### Lead Firm and Project Manager:

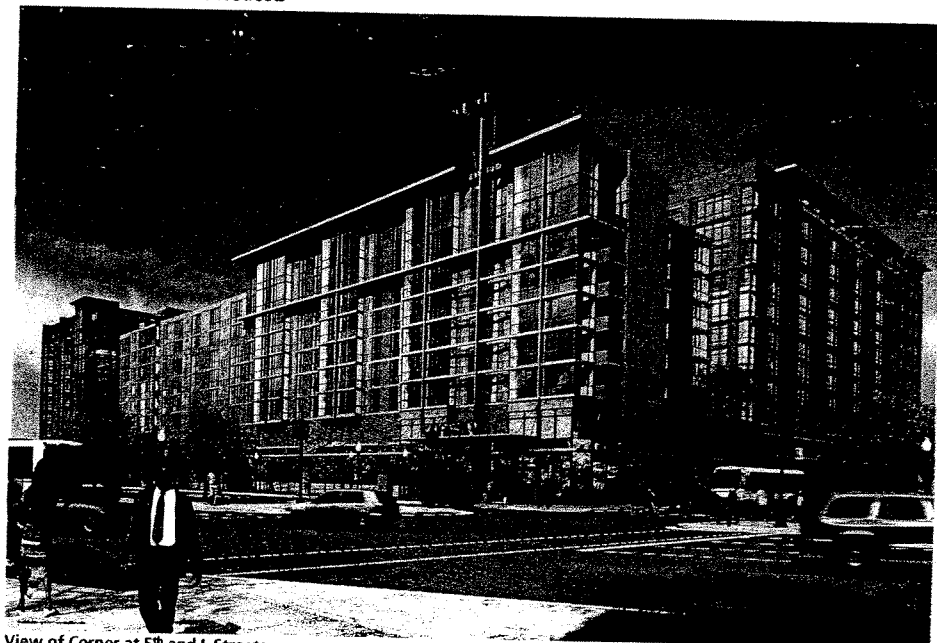
Lowe Enterprises Mid-Atlantic  
Eileen Circo

### Reference:

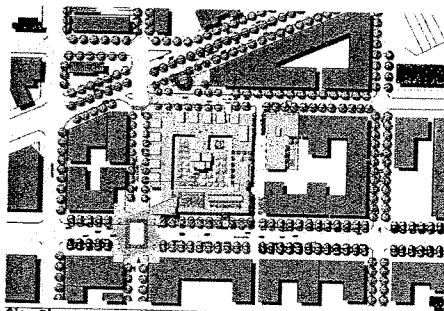
Ms. Eileen Circo, Senior Vice President  
Lowe Enterprises Mid-Atlantic  
202-496-2900



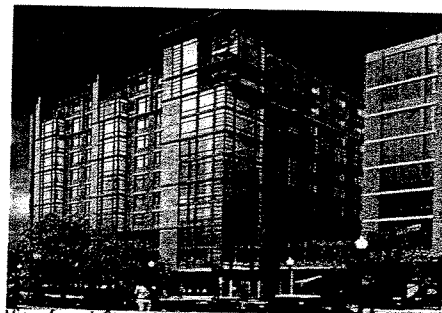
View of Corner at 5<sup>th</sup> and K Streets



View of Corner at 5<sup>th</sup> and L Streets



Site Plan



View from L Street NW



TORTI GALLAS AND PARTNERS

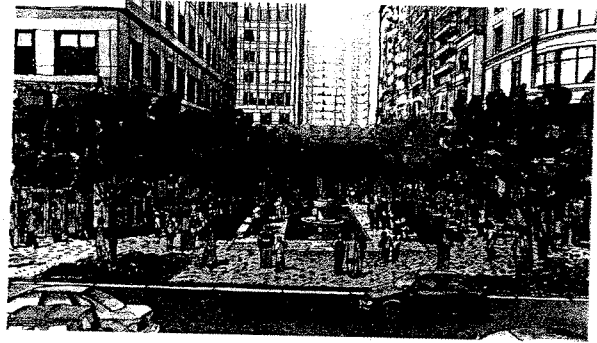
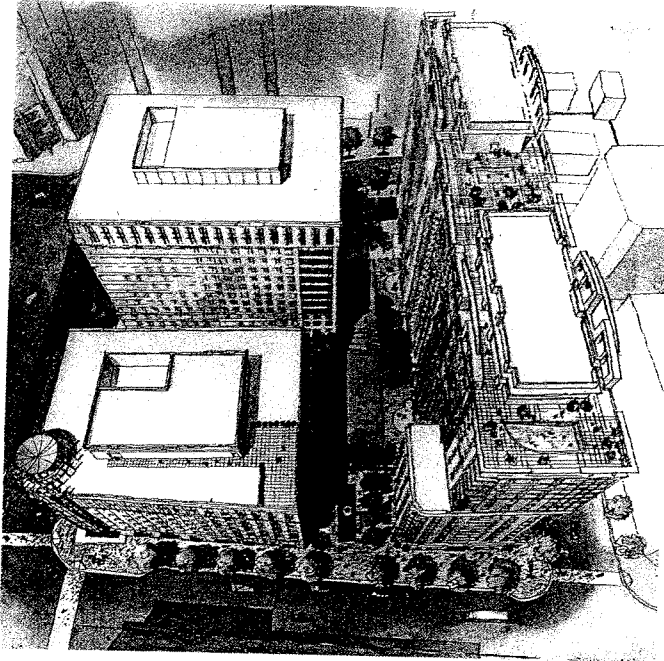
[www.tortigallas.com](http://www.tortigallas.com)

Project Category: Mixed-Use

[illegible]

## Liberty Center

Arlington, VA



### Construction Cost

\$75-\$125/sf

### Size

550,000 gsf - office  
550,000 gsf - residential  
20,000 gsf - open space

### Completion Date

Phase I - 2004  
Phase II - 2006

### Financing

Private

### Team Members and

#### Key Personnel

The Smith Group  
Esther Simon  
Project Manager

#### Lead Firm and Project Manager

The Shooshan Company  
Mr. John Shooshan

### Reference

Mr. John Shooshan  
The Shooshan Company  
Developer  
703-527-8670

One Liberty Center is the last major redevelopment in the high-density, high-rise sector of Ballston, a smart-growth urban center in Arlington, Virginia. Taking a marketing advantage of the site's 3-block proximity to the Ballston Metro Station and Ballston's growing popularity as a living-working-nightlife area, the project doubles existing density on the site by replacing three 1960's era office buildings with an updated complex incorporating living, working, retail environments and two small urban parks. The site plan design focuses on maximizing the quality of streetscape experience around all sides of the site and the creation of a significant landscaped "back yard" in the center of the site. The massing of the project supports these principles by arranging building forms in an upward spiral of building heights. Corner lobbies, continuous retail frontages, and minimized service components contribute to the concept of a lively, vibrant urban design.

Phase 1 will begin with the demolition of one of the three existing buildings on the site and the construction of a new 335,000 gsf headquarters building for the Office of Naval Research (ONR). ONR, a long-term tenant in the three existing buildings, will compact into the two remaining buildings to await the 2004 completion of their new building. Following ONR's move-in, the two remaining existing buildings will be demolished and a 500-unit residential tower plus a 180,000 gsf office building will be constructed. SmithGroup is providing architectural design services for base building and major interior spaces of this project.

**SMITHGROUP**

# Northpoint

Cambridge, Massachusetts

Project Category: Mixed Use

		Discipline					
Firm Name	Project Manager	Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Spaulding & Slye	Howard Davis	P	P			P	P

## NORTHPOINT

Mixed Use

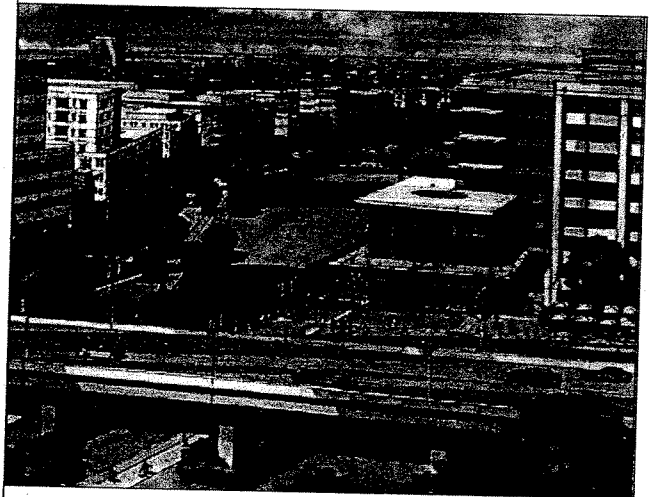
Cambridge, Massachusetts

Spaulding & Slye and Guilford Transportation have formed a joint venture to develop a 45-acre site primarily located in Cambridge, with smaller portions in Boston and Somerville. The site, a former rail yard, is the largest parcel left for development in Cambridge. The goal of the joint venture is to transform this underutilized industrial area into a thriving part of metro Boston. This \$1 billion-plus, mixed-use development project is expected to include: 2.2 million square feet of commercial space, 70% of which may become Life Science use; 2,500 housing units; retail space; a hotel; and open space.

The team's initial focus has been on project entitlement. Despite a challenging permitting environment, through a strategy of community and government outreach, the team has secured project entitlement at the state level. In addition, the team has obtained an approved Planned Unit Development Master Plan and Special Permits for the site from the City of Cambridge. With these permits, the team can move forward into the marketing and development phases. Final planning approvals from Boston and Somerville are being secured. The team is also studying the economic feasibility of the master plan, which includes relocating the MBTA Lechmere Green Line station to the site, as well as enhanced public access to the MBTA Community College Orange Line station.

The strategic marketing plan, which targets both institutional and corporate users, is especially focused on attracting the attention of local, national, and international biotech and pharmaceutical users. The marketing program kicked off with an international design competition, in which architects from around the world competed to design the first three parcels of land. Each parcel will be designed by a different architectural firm to give the site the feel of a neighborhood.

Off-site utility work has begun in order to expedite development. Spaulding & Slye broke ground on NorthPoint in the Spring of 2005. Phase I will comprise nearly 300 condominiums, 350,000 square feet of medical/lab space, and a six-acre park leading to the Charles River.



### CLIENT

Guilford Transportation Industries, the principal commercial railroad that serves New England today, owns and operates Maine Central and Boston & Maine railroads.

### SERVICES PROVIDED

Development management, feasibility analysis, master planning, financial analysis, permitting, marketing, sales, and leasing.

### FINANCING

Conventional debt / Equity Financing

### SIZE OF PROJECT

45-acre site

### PROJECT COMPLETION

Phase I: 2007

### TEAM MEMBERS

Spaulding & Slye Development and Construction, Howard Davis

### LEAD FIRM AND PROJECT MANAGER

Spaulding & Slye, Howard Davis

### MIXES OF USES

Residential, office, hotel, and retail.

### REFERENCE CONTACT

Phil Kingman  
VP, Guilford Rail  
978-204-2701 (cell)



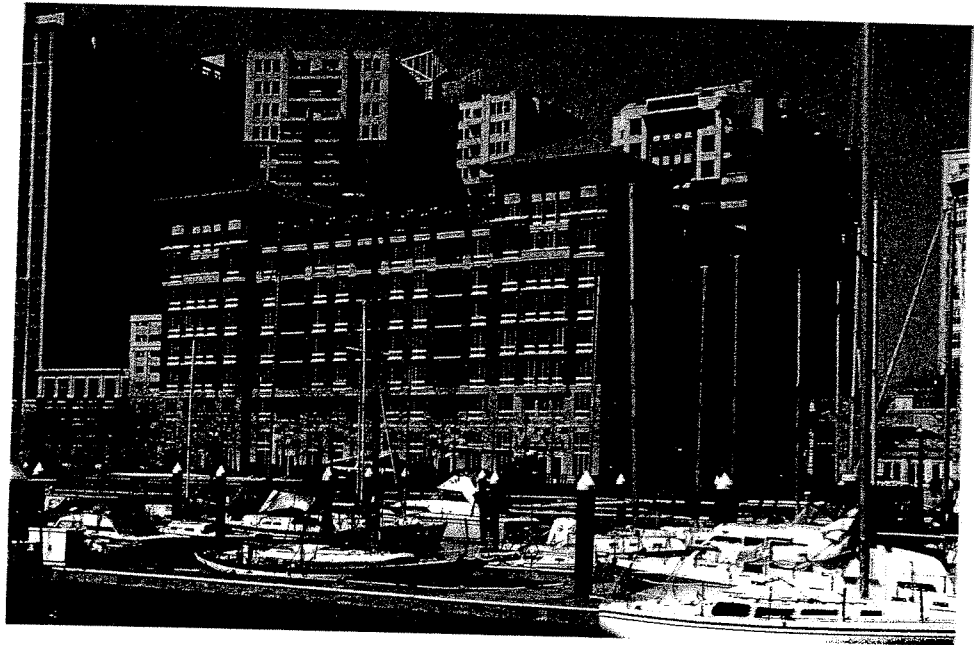


## SPINNAKER BAY AT HARBOR EAST

Baltimore, MD

### Project Type: Mixed Use

**Project Description:** Located on prime waterfront land along Baltimore's Inner Harbor, Spinnaker Bay occupies one square block. The design concept creates the impression of a collection of buildings through the careful integration of distinctly different, but contemporary facades and stepped elevations. Building heights vary from 8 stories along the waterfront to 18 stories. The project includes 316 Luxury Apartments, 32 Condominium residences with on-level parking, 43,000 sf of street level retail/restaurants, and 428 parking Space Garage. Amenities include: a Business center and conference facility, Fitness Center, Landscaped Terrace with Pool and Club Room.



**Financing:** Conventional Financing 20% Equity/80% Debt, Construction Lender BB&T, Freddie Mac Permanent Financing, 20 year city tax pilot program and city funding for street/sidewalk improvements.

**Completion Date:** Early Fall 2005

**Land Area:** 1.3 acres

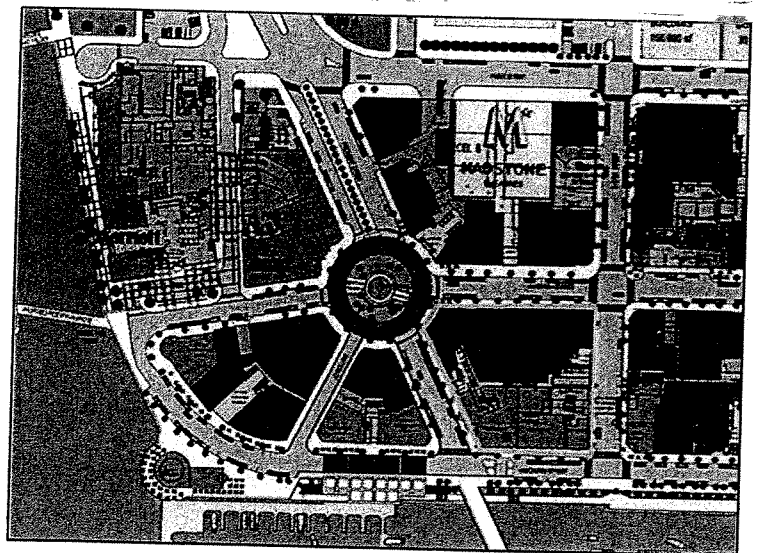
### Team Members and Key Personnel:

Bozzuto Development Company - Tom Baum, Artie Harris

### Lead Firm and Project Manager:

Bozzuto Development Company - Tom Baum

**Reference:** Liz Paulson  
Senior Vice President  
BB&T Bank  
(410) 991-0804



SPINNAKER BAY



## NORTHPOINT

Public/Private Sector  
Cambridge, Massachusetts

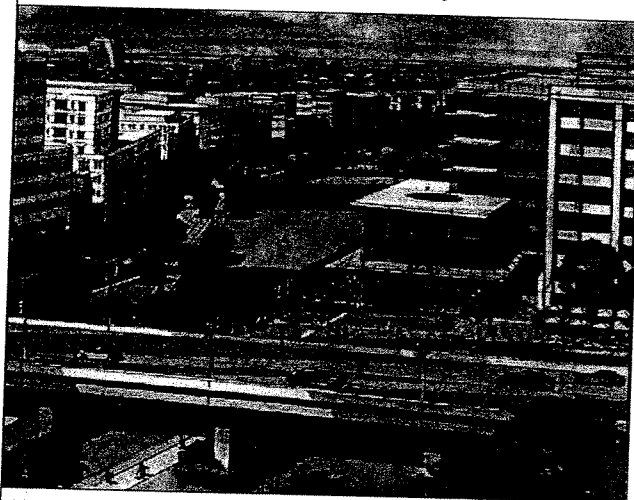
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### CLIENT

Guilford Transportation Industries, the principal commercial railroad that serves New England today, owns and operates Maine Central and Boston & Maine railroads.

### SERVICES PROVIDED

Required extensive coordination between public and private entities. Development management, feasibility analysis, master planning, financial analysis, permitting, marketing, sales, and leasing.

### FINANCING

Conventional debt / Equity financing

### SIZE OF PROJECT

45-acre site

### PROJECT COMPLETION

Phase I: 2007

### TEAM MEMBERS

Spaulding & Slye Development and Construction,  
Howard Davis

### LEAD FIRM AND PROJECT MANAGER

Spaulding & Slye, Howard Davis

### REFERENCE CONTACT

Phil Kingman  
VP, Guilford Rail  
978-204-2701 (cell)

Johns Hopkins University  
Rockville, Maryland

Project Category: Public/Private

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Spaulding & Slye	Dave Powell	P	P			P	P
Wells and Associates							

# JOHNS HOPKINS UNIVERSITY

Public/Private Sector

Rockville, Maryland

Johns Hopkins University (JHU), a premier teaching, medical and research institution, has partnered with the State of Maryland, Montgomery County, the University of Maryland, the NIH, NIST, FDA, and many private firms with the expressed goals of creating a synergistic alliance of: technological innovation and transfer; reality-based teaching and learning; sound business investment; and improved quality of life for residents of Montgomery County, the State of Maryland, and beyond. JHU selected Spaulding & Slye to provide development management services at its Montgomery County Campus. Spaulding & Slye developed a 130,000 square-foot office and laboratory facility and created a comprehensive master plan for future expansion at the university's 35-acre campus in Rockville, Maryland.

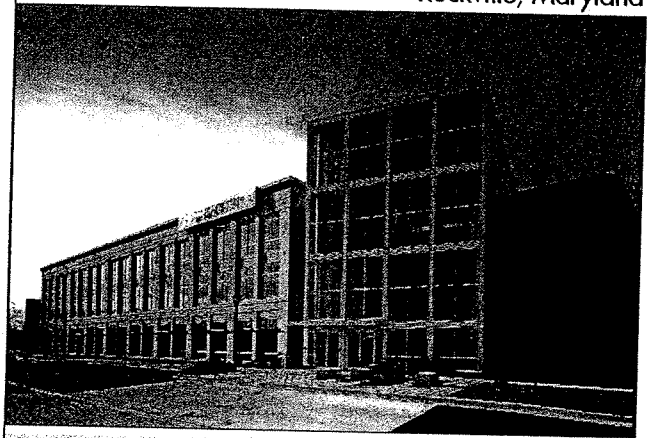
As the "at risk" developer, Spaulding & Slye will invest in the facility for its own account, as well as raise additional debt and equity financing from third parties.

The new building adds 50,000 square feet of classrooms, wet labs, a Discovery Informatics Center, within the Shady Grove Life Sciences Center, and related academic space. It also consists of space leased to other science and technology-related companies, agencies, and organizations with which JHU establishes academic, research, and other synergistic collaborations.

The new master plan combines the important and potentially conflicting requirements of an academic campus with a corporate office/lab campus. Numerous opportunities for collaborative academic and corporate encounters are provided in outdoor quadrangles. The design is recognized by county officials as inkeeping with their preferred "New Urbanist" approach to development.

To attract tenants and participants in educational or research-related programs, Spaulding & Slye is working with JHU to expand their relationships with growing technology, biotechnology, research, and medical companies.

By working with Spaulding & Slye, JHU is able to combine their strengths as a teaching and research institution with our private sector real estate expertise. This partnership puts JHU in the best possible position to meet Montgomery County's needs in higher education, economic and workforce development, and technology transfer.



## CLIENT

Founded in 1876, Johns Hopkins University is a research university dedicated to advancing knowledge through research and scholarship.

## SERVICES PROVIDED

Required extensive coordination between public and private entities. Master planning, development management, pre-construction, structured finance, construction, property management, leasing, research, and marketing.

## FINANCING

Lease-leaseback; 45 year ground lease

## SIZE OF PROJECT

Required extensive coordination between public and private entities. A new 130,000 square-foot building, completed in 2004, and master planning of a 35-acre office and laboratory campus. Plans for four additional buildings are underway.

## PROJECT COMPLETION

August 2004

## TEAM MEMBERS

Spaulding & Slye Development and Construction, Kem Courtenay, Dave Powell, & Abby Goodman. Wells & Associates, Marty Wells.

## LEAD FIRM AND PROJECT MANAGER

Spaulding & Slye, Dave Powell

## REFERENCE CONTACT

Brian Dembeck  
Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD  
443-997-3728

Project Category: Public/Private Partnership

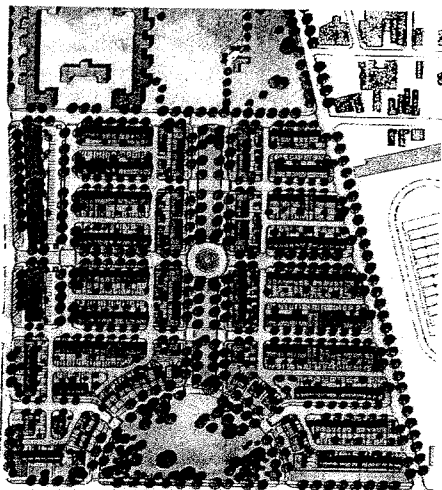
Discipline

## neighborhoods in inner cities

### City West • Cincinnati, Ohio

Residential Architect Design Award, 2005; Congress for the New Urbanism Charter Award, 2004; American Institute of Architects Housing PIA Award, 2004; U.S. Department of Housing and Urban Development, New Face of America's Public Housing Award, 2003

*"Strategically reconfigured and connected to give the revitalized neighborhood distinctive, figural public spaces."*



Illustrative Site Plan

#### Services provided:

- programming
- community meetings
- design charrettes
- master planning
- urban design
- architectural design

#### Sustainable design elements:

- density designed to match surrounding market rate neighborhoods
- shared parking reduces impervious surfaces
- utilizes existing infrastructure
- respects vernacular of residential architecture

#### Square Footage:

819,000 SF residential (585 units)

#### Project Description:

Mixed-Income, Mixed-Use Residential Development

#### Types of Financing:

Private, HOPE VI Grant, Ohio LIHTC, City of Cincinnati Capital Funds

#### Date of Completion:

2003

#### Team Members and Key Personnel:

John Torti, Murphy Antoine, Jeff Beam

#### Lead Firm and Project Manager:

The Community Builders, Tom Smith

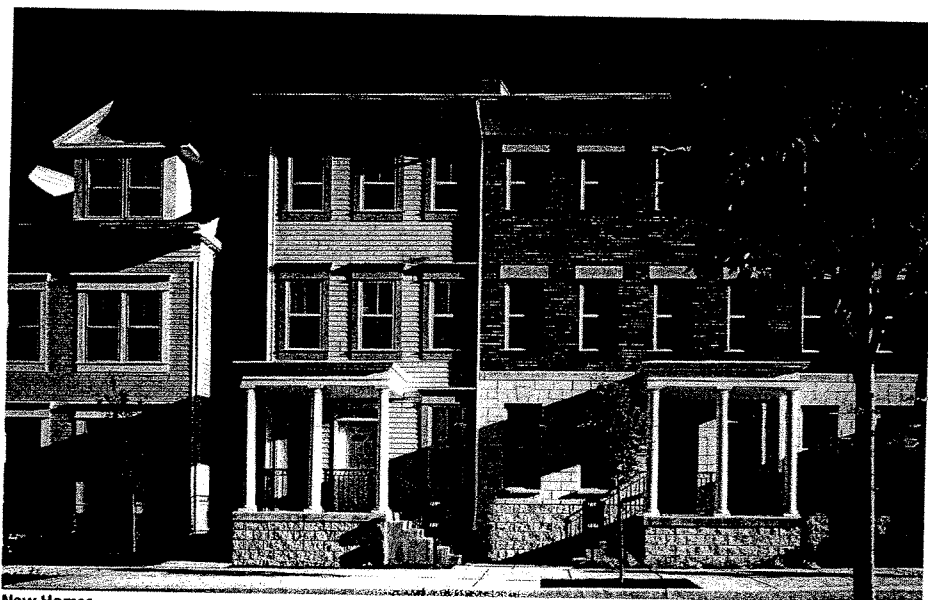
#### Reference:

Mr. Donald Troendle  
Executive Director  
Cincinnati Metropolitan Housing Authority  
(513) 721-4580

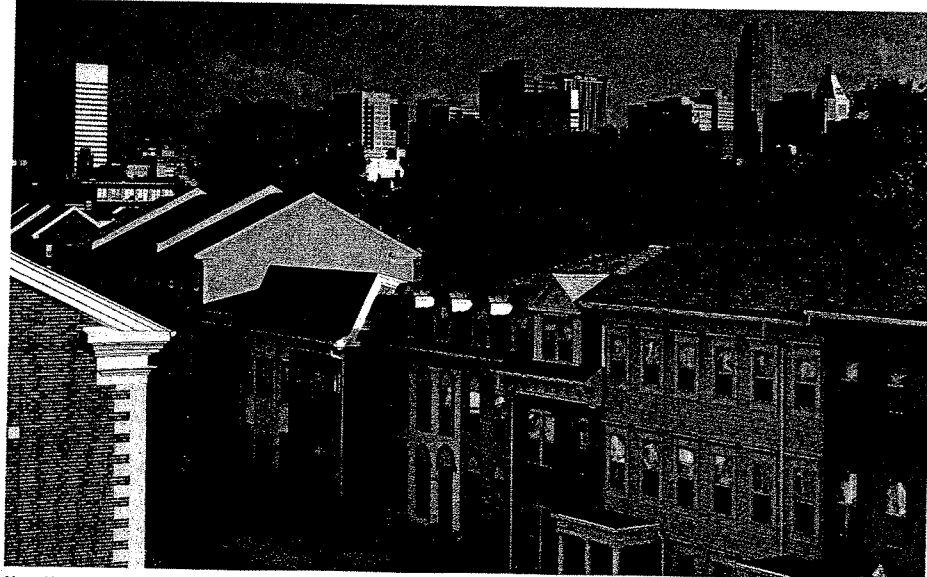
Seeded with a HUD HOPEVI grant, the revitalization replaces over 1000, mostly one bedroom, public housing apartments with a neighborhood of rowhouses and duplexes for families of various incomes and sizes.

The site plan subdivides the formerly disconnected "superblock" layout into a gridded pattern of regular blocks that connect to adjacent revitalization activities, the City's greater West End, and Downtown Cincinnati.

A sympathetic interpretation of Cincinnati's vernacular residential architecture gives the new homes a solid character that stands up to the best West End neighborhood traditions. An extensive Community Center, Live/Work Retail on the western Linn Street Corridor, renovated existing units and an aggressive scattered-site infill housing strategy in the larger neighborhood round out the revitalization program.



New Homes



New Homes



TORTI GALLAS AND PARTNERS

301.588.4800 [www.tortigallas.com](http://www.tortigallas.com)

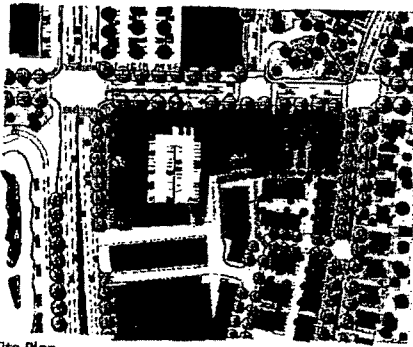


# Wheaton Metro

Project Category: Public/Private Partnership

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Daniel Ashtary	P		P			
Bozzuto	Artie Harris	P	P			P	
Tadjer Cohen Edelson	Zivan Cohen			S*			

\* Structural Engineer

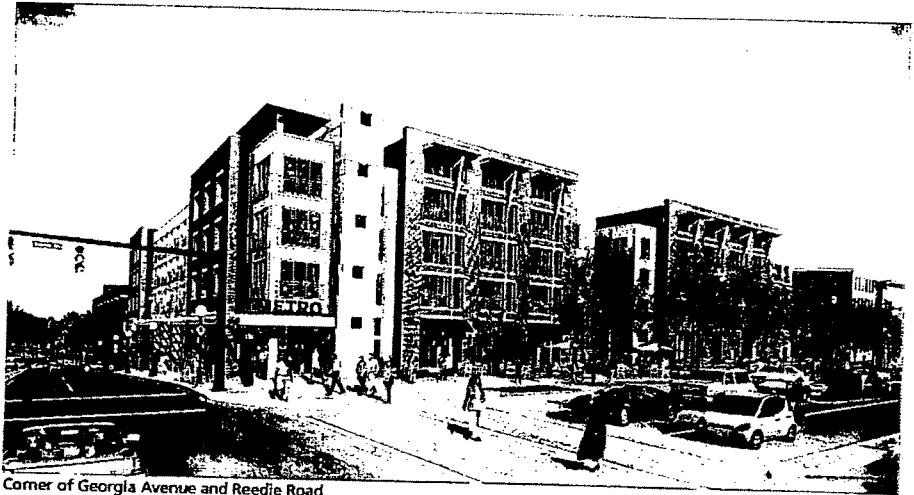


Site Plan

Facing the challenge of an extremely difficult site, Torti Gallas and Partners successfully designed and organized this project to enhance the community of Wheaton, Maryland. The buildings were designed to create an urban setting and provide a smooth transition to the smaller scale, single-family homes to the east. Beautifully landscaped courtyards provide the tenants with a sense of pride in their residence while spacious common areas foster a strong sense of community. The convenience of the location is exceptional; it has both a Metro station in the building and its associated parking structure hidden within. The project is also in the heart of up-and-coming Wheaton, containing shopping, restaurants, and many pedestrian points of interest. The architecture was designed to reflect a hip, urbane character. At the same time, the selected materials give the design a timeless character. Overall, this project is definitely a pioneer in the urban revitalization of Wheaton.

This project was designed to promote a more pedestrian-friendly community for Wheaton. Having a metro station directly below the building requires the sidewalks be wide enough to handle the heavy day-to-day foot traffic. There are also planting strips and continuous trees along the sidewalks to provide a more comfortable setting for pedestrians. The buildings front the streets with residential-scaled doors and windows, and parking is concealed within a parking structure. In addition to the lustrous courtyards, large common areas are also available to tenants, including a great room for private parties, a business center, and a community center for activities.

*"Beautifully landscaped courtyards provide the tenants with a sense of pride in their residence while spacious common areas foster a strong sense of community."*



Corner of Georgia Avenue and Reedie Road



Metro Entrance

#### Services provided:

- programming
- process
- site plan approval
- design guidelines
- feasibility/yield analysis
- community meetings
- design charrette
- code analysis
- public hearing
- architectural design
- construction phase service

#### Square Footage:

200,355 SF floor area, (172 units), 1,100 SF retail, 6,714 SF common area

#### Project Description:

Mixed-Use Transit Oriented Residential Project

#### Types of Financing:

Conventional Financing, 9% UHTC (low income housing tax credits), Grant from the Housing Trust Fund

#### Date of Completion:

Spring 2007

#### Team Members and Key Personnel:

Bozzuto, Tom Baum

Torti Gallas and Partners, Daniel Ashtary, Tom Danco, Eric Saul

Tadger Cohen Edelson, Zivan Cohen

#### Lead Firm and Project Manager:

Bozzuto - Jeff Kaufman

#### Reference:

Mr. Jeff Kaufman, Land Acquisitions Manager  
Bozzuto Development Company  
301-220-0100

## The Whitney at Bethesda Theatre

Project Category: Public-private partnership

		Discipline					
Firm Name	Project Manager	Programming	Financing	Arch Design/Engineering	Landscape Design	Construction	Property Mgmt
Bozzuto	Tom Baum	P	P			P	P

# SILVERPLACE

## IV. EXPERIENCE OF THE DEVELOPMENT FIRM AND DEVELOPMENT FIRM PERSONNEL QUALIFICATIONS

**Chris S. Molivadas**  
**Vice President**  
**Spaulding & Slye**

Chris Molivadas' experience includes providing turnkey development management services to government and private-sector clients. He has provided financial, design and construction feasibility analysis; negotiated land sales, purchases and lease agreements; drafted ownership agreements; and has provided management consultant services. Currently, Mr. Molivadas has senior management responsibility in the selection of design teams, managing the design process, overseeing construction and ensuring quality service. He is well versed in obtaining regulatory, land use, and site plan approvals. Mr. Molivadas has managed numerous, complex projects including:

- **Pan American Health Organization**, Washington, DC: Provided senior management direction for renovating a 10 story office building while the building remained fully occupied. Services provided included managing the phased occupant moves, creating and managing the master and project budgets and schedule and implementing the quality control plan. The project included the complete internal demolition, decontamination and new construction of offices, a full service cafeteria and an infirmary.
- **GSA/National Foreign Affairs Training Center**, Arlington, VA: On site manager for a six building, 485,000 square-foot training facility. The project included renovating the 1930's existing main building into class A office space for the state department. The renovation included decommissioning/decontamination of hazardous materials, adding structural support and replacing the majority of the thermal envelope. In addition, the 1930's gymnasium was renovated into an upgraded sports complex. Mr. Molivadas installed a central plant to provide underground service to the six-building complex and oversaw the implementation of a sophisticated security system, including underground access tunnels. The project also included the construction of a full service cafeteria, conference facility, television studio, jail, and site work for 72 acres.
- **Metropolitan Park**, Bethesda, MD: Project manager for this 430,000 square-foot mixed use complex including office, retail, residential and five levels of underground parking, providing construction expertise for the ownership group. The Project centered on the revitalization of the structure abandoned 10 years earlier and adapting it for the newly proposed development. Lead quality control and commissioning team for project along with all other responsibilities. Project included working with three different ownership groups including Montgomery County. Met Montgomery County MBE requirements for project.
- **East West Towers**, Bethesda, MD: Project director for this 532,000 square-foot, \$86 million office complex acquisition and renovation. Assembled a due diligence team to conduct decommissioning/ decontamination study, ADA compliance study, existing conditions study for building structure and 1,500-space structured parking garage, M.E.P.S systems and thermal envelope. Oversaw design package for failing structure, M.E.P.S systems and thermal envelope. Priced multiple construction alternatives and provided financial impact to partnership. Work to be completed while building is 100 percent occupied.
- **Marriott Hotel and Conference Center**, Bethesda, MD: Project director for a 250,000 square-foot, \$65 million public-private partnership between a private hotelier and Montgomery County, Maryland. The project involved negotiating the purchase of 12 acres of land from WMATA; executing the developer implementation, ground lease, operating, right of way, and consultant agreements; and obtaining land use approvals, county council approval, site plan approval and public and private sector funding. Negotiated funding with Montgomery County for the transportation system, and directed all pre-construction activities and determined pricing models. Oversaw the market study to determine project program, lead the project design team and the project team's interaction with the surrounding community including leading the "town hall" meetings. Also provided financial analysis of all funding options and returns to partners.

**Education**

Southern Methodist University, BBA, Real Estate and Urban Land Economics, Engineering Concentration

SILVERPLACE

**Dean Stuart Harrison**  
**President & CEO**  
**Harrison Development, LLC**

**Education:**

Masters of Business Administration  
Field of Concentration: Finance and International Business, GPA 3.9  
Morgan State University, May 1992

Bachelor of Science in Commerce and Engineering Sciences  
Field of Concentration: Operations Management  
Drexel University, June 1987

**Honors:**

2000 Leadership of Baltimore Class Member—chosen for Leadership & Service  
1994 Legg Mason Pacesetter Club Award--top producer in first year with firm.  
1992 Student Achievement Award from Morgan State University, for highest overall GPA in MBA Program - 3.97 on 4.0 scale.  
1989 - 1991 Maryland House of Delegates Scholarship.

**Business Ventures**

October 2003- HARRISON DEVELOPMENT, LLC, BALTIMORE, MARYLAND  
Present President & CEO - Responsible for overall strategic focus of the company. Manage operations of the company and seek new development opportunities. Currently serving as operation arm of Legacy Harrison Development.

April 2001- LEGACY-HARRISON DEVELOPMENT, LLC, BALTIMORE, MARYLAND  
Present President & COO - Responsible for overall strategic focus of the company. Manage all aspects of current development projects, and seek new development opportunities. Coordinate all phases of preliminary planning and development. Manage operations of the company as well as current development projects. Currently involved as co-developer of two projects in Baltimore and one in Washington, DC. Actively managing the Zenith as sole developer.

**Employment**

April 1995- A & R DEVELOPMENT CORPORATION, Baltimore, Maryland  
April 2001 Senior Development Manager - Managing current development projects and seeking out new development opportunities. Responsibilities include: coordinating all phases of preliminary planning and development, proposal writing, budget preparation and management, contract negotiations, design management, and construction. Position requires interfacing with public and private sector financial institutions. Worked as project manager on three Hope VI Projects.

**Project Management Experience:**

- East Capitol Dwellings, Washington, DC - 145 single family and townhouses, a 160 apartment building, senior housing, community/daycare facility on an 11-acre commercial site .
- Wheeler Creek, Washington, DC - 214 Single family and townhomes, 100 apartments, senior housing, community/daycare facility (HOPE VI project).
- Pleasant View Gardens, Baltimore, Maryland - 228 rowhouses, 110 apartments, senior housing, community, day care and recreation centers. Managed the entire Section 3, MBE/WBE compliance and resident business component.

SILVERPLACE

## EXPERIENCE OF THE DEVELOPMENT FIRM AND DEVELOPMENT FIRM PERSONNEL QUALIFICATIONS

### Introduction

The SilverPlace, LLC development entity consists of a to be formed joint venture partnership between three highly qualified, well known and sought after development firms: The Bozzuto Group, Spaulding & Slye and Harrison Development. These firms interests and efforts will be aligned through a joint venture structure under which each will have an ownership interest in all portions of the project.

Each of the members of SilverPlace, LLC have a long and successful history developing projects in Montgomery County and a demonstrated depth in programming, planning, designing and constructing complex mixed-use projects with similar goals and objectives to that proposed in the SilverPlace M-NCPPC Headquarters and Mixed-use project. Each of our respective firms has the capability and experience on its own merit to successfully develop the proposed SilverPlace project but by combining our talents we believe we offer an unparalleled expertise. The SilverPlace, LLC Team provides the Commission with a development entity consisting of three experienced and successful large-scale, mixed-use master developers combined with individual firm expertise in the design and development of distinctive headquarters facilities and mixed-income residential projects.

As Master Developer for this mixed-use project, The SilverPlace, LLC Team will be responsible for overseeing the entitlement, design, financing, construction and delivery of the three primary project components, those being the M-NCPPC Headquarters Building, the Residences, and the Public Park. The design integration and coordination will be the master developer's primary concern and will remain such throughout the project. The Bozzuto Group, or more specifically Bozzuto Homes, will be the residential developer and will be responsible for working with the master developer to design, finance, construct and deliver for sale or rent residences that seamlessly fit into the master developer's project vision. Similarly, Spaulding & Slye will contribute to the overall planning and development of the mixed-use site as well as be primarily responsible for the design, financing, construction, and delivery of the M-NCPPC Headquarters component. Harrison Development will play a lead role in the overall project's programming and entitlement and will be directly responsible for community communications as the project's "Community Liaison".

The SilverPlace, LLC Team is uniquely qualified to help make SilverPlace a reality. Our collective experience and capacity to bring large and unique projects such as yours from an idea, through programming, design, and construction make us some of the most sought-after development companies in the region. We relish the opportunity to continue to bring our enthusiasm, vision, and solid experience to work for you.

### The Bozzuto Group

Established in 1988, The Bozzuto Group provides a broad range of real estate services – including development, homebuilding, management, land-development, construction, and landscaping – for third party owners as well as for its own account. The company was recognized with one of the industry's highest honors in 2003, the Pillars of the Industry Award for Multifamily Development Firm of the Year. Regional honors also include Builder of the Year (five times), Environmental Builder of the Year and Environmental Developer of the Year. Below is a more detailed description of the Bozzuto development and homebuilding entities within The Bozzuto Group.

### The Bozzuto Development Company (BDC)

The Bozzuto Development Company (BDC) specializes in the development of high-end multifamily rental communities in both urban and suburban settings. Voted by the National Association of Home Builders as the nation's leading apartment development company, Bozzuto Development provides comprehensive development services for Bozzuto-owned ventures as well as a variety of third party clientele. Since the company's inception, it has consistently been listed among the top fifty producers of multifamily housing in the country.

SILVERPLACE

As a leader in the development of quality housing, Bozzuto Development is attuned to the demands, expectations and needs of the marketplace. Bozzuto Development has built an unequalled reputation for delivering quality housing products by giving considerable forethought to every project and then following through with a hands-on process that keeps partners and clients well informed, ensuring that each project is completed successfully.

#### ***Bozzuto Homes, Inc. (BHI)***

Bozzuto Homes is an award-winning leader in providing beautifully conceived and designed condominiums, town homes, and single-family homes that incorporate innovative architecture within each community. Bozzuto Homes has been voted by the National Association of Home Builders as the Multifamily Builder of the Year, while also receiving numerous Finest for Family Living Awards and the designation of Environmental Builder of the Year. Particularly experienced in building traditionally designed neighborhoods with timeless beauty, Bozzuto Homes works diligently to create award-winning, environmentally sensitive and economically successful communities.

With a commitment that is reflected in uncompromising standards and passion for customer service, Bozzuto Homes continues to create homes and communities that offer desirable locations, innovative planning, timeless design and enduring value.

#### ***Bozzuto Management Company***

Recognized by the National Association of Home Builders as one of the nation's premier residential management companies, Bozzuto Management has assembled a portfolio of apartment communities and commercial properties in locations throughout the east coast. Responsible for managing all Bozzuto-owned communities as well as properties for a variety of other clients, Bozzuto Management has earned a reputation for exceptional management that enhances both the residents' quality of life and the property's financial returns. BMC's award-winning customer service, innovative marketing and resident service programs allow Bozzuto-managed communities to maintain high occupancy rates, maximize revenues and achieve exceptional financial results. Extremely high standards and attention to detail also help preserve a property's long-term physical condition.

Managing everything from urban high-rises to suburban mixed-income properties, Bozzuto Management has achieved year-after-year net income increases across its portfolio that far exceeds the industry average. Combining a national reputation and high industry standards with a detailed knowledge of local markets, Bozzuto Management is consistently recognized as one of the best management companies in the country.

#### ***Bozzuto Construction Company***

Bozzuto Construction provides project planning and construction services for third party owners as well as Bozzuto's own corporate account. BCC's portfolio encompasses more than 10,000 multifamily housing units in areas throughout the Mid-Atlantic region and includes garden-style, mid-rise and high-rise apartment residences; senior living communities; nursing homes; and condominiums. Complementing the firm's expertise in new residential construction is our extensive experience in the rehabilitation of existing properties. Having worked repeatedly with many of the same subcontractors and suppliers throughout our company's history, our people coordinate closely with their colleagues to ensure both quality construction and competitive pricing.

BCC's exceptional construction standards, combined with consistently strong performance, have earned the company a high percentage of repeat business. As the recipient of numerous Builder of the Year and Environmental Builder of the Year Awards, Bozzuto Construction has also been recognized as one of the "50 Best Construction Companies to work for in the United States."

#### **Spaulding & Slye**

##### ***Background***

Spaulding & Slye Colliers is a privately held company with nearly 40 years of experience providing comprehensive real estate services in the disciplines of development, construction, consulting, finance, leasing, marketing and research,



### **Management of Large-Scale Development Efforts**

As demonstrated by the many innovative and successful projects completed and underway at this time, the Bozzuto Group/Spaulding & Slye/Harrison Team has a proven track record in all stages of large-scale development efforts. We have successfully managed all levels of development, including feasibility analysis, acquisition, planning, design and engineering, public approvals, financing, construction, and property management/sales. With a seasoned development team comprised of mixed professional backgrounds that include finance, architecture, planning, engineering, and construction, our team is well equipped to manage the full range of necessary disciplines throughout any project timeline – and indeed, each project is unique.

At Harbor East (Spinnaker Bay), Bozzuto managed the cohesive implementation of World-Class Retail/Restaurant Space, Condominiums and Apartments at an urban-infill, waterfront destination. In Bethesda, the Bozzuto team is currently restoring the historic Bethesda Theatre, around which a thriving residential community was integrated (The Whitney). This project's design allows for a transition between the high-rise urban streetscape and the smaller-scaled town home villas adjacent to the neighboring residential homes. Spaulding & Slye is currently developing a 45-acre site primarily located in Cambridge, with smaller portions in Boston and Somerville. The site, a former rail yard, is the largest parcel left for development in Cambridge. The goal of this \$1 billion-plus, mixed-use development project is to transform this underutilized industrial area into a thriving part of metro Boston.

While each of our developments is a unique solution to the specific site and its inherent challenges, the unparalleled resources, expertise, and commitment of the Bozzuto Group/Spaulding & Slye/Harrison Team is never changing. We expect that each of our developments vividly illustrates our team's individual, and collective ability to create a truly successful project that will enhance the quality of life for its occupants as well as its surrounding environment (natural and built).

### **Management of Multi-Disciplinary Teams**

As indicated in the above descriptions of the Bozzuto Group, Spaulding & Slye and Harrison, each of our respective firms are multi-disciplinary by nature – and each individual is truly accomplished in his or her area of expertise as well as in the overall development management process. Our business is the creation of outstanding development communities and an unparalleled experience for those whose lives we touch – our profession is the management of multiple disciplines to achieve this ultimate goal. For this reason, we work with the most talented and accomplished firms in each of their respective disciplines and continuously maintain healthy relationships with each of these team members to bring the best talent to bear on each unique project.

A synergy is created between all consultants in an effort to ensure the most cohesive development possible. Our result is engaging architecture, complementary uses and amenities, lively streetscapes, inviting open spaces, and environmentally sustainable materials and systems, as well as a respect and enhancement of the surrounding community. Throughout the development process, on all of the aforementioned projects, the Bozzuto Group, Spaulding & Slye and Harrison Development successfully managed experts in each of the necessary disciplines, resulting in truly extraordinary projects that were uniquely created by the assembled expertise of an unparalleled project team. We are confident that you will find the same attributes in any Bozzuto/Spaulding & Slye/Harrison managed project of your selection.

### **Experience in Mixed-Use Development**

As demonstrated in many acclaimed mixed-use projects, some of which are listed earlier in this section, the Bozzuto Group/Spaulding & Slye/Harrison Team has demonstrated its ability to skillfully create and integrate the many programmatic components that are involved in creating successful mixed-use communities. These communities are defined with beautiful architectural massing and detail, incorporating uses ranging from mixed-income residential apartments and condominiums to retail, office, entertainment and civic green-spaces – each of which complements the other. These mixed-uses are brought together seamlessly, allowing for pedestrian-friendly, interactive environments that encourage and accommodate recent society's greater sense of community and meaningful life experiences.

The Delancey at Shirlington Village (designed by Torti Gallas and Partners) is comprised of high-rise and low-rise construction that provides an engaging ground-level retail experience and structured parking. The Montgomery at Wheaton Metro includes residential apartments, live-work units and structured parking immediately above a metro-station. The Federal Gateway project comprised of ground-level retail, office and a below grade parking structure situated twenty-five feet below the water table and abutting a metro-station. The Puerto Rico Convention Center District Authority project consists of creating and managing a 105- acre mixed-use project consisting of hotel, office, residential, retail and civic uses.

We believe that today's "home" is truly our entire pedestrian-friendly, mixed-use, mixed-income community. Increased congestion on our roadways and the related depletion of our natural resources and the reduced quality of life has been recognized. The traditional sense of community and personal interaction is desired in our built and natural environments. As such we approach each mixed-use opportunity with uncommon excitement and progressive, yet traditionally based methodology.

#### **Experience in Headquarters Facility Development**

As illustrated above, the Bozzuto Group/Spaulding & Slye/Harrison Team has demonstrated its exceptional ability to create the mixed-use communities in which we live and interact. Offices – particularly those that accommodate the headquarters of local agencies and businesses – are a crucial component to these communities where a talented work force can live, work and play. We believe that offices in these quality, mixed-use, urban communities are those that attract the most qualified employees and ensure the best quality of life for all involved. As such, we are experts in creating the best possible environment for a successful headquarters facility.

Spaulding & Slye has developed several million square feet of headquarters and built-to-suit facilities over its forty-year development history which include buildings for Oracle, PTC, Lockheed Martin, MITRE Corporation, IBM, the NIH and MIT, to name a few.

The MITRE Corporation project consisted of developing a strategic real estate plan for MITRE's northern Virginia requirements, programming their space needs, negotiating and acquiring an existing building and adjacent parcels, and subsequently developing an 835,000 SF campus consisting of two new structures and one renovated building built to suit MITRE's specific culture and programming goals and objectives. The NIH Vaccine Research Center consisted of an 85,000 SF BL3 lab located on the NIH campus in Bethesda, MD. This project involved close coordination/collaboration with the NIH research staff and the management of a large and diverse team of design consultants

#### **Experience in Joint Public/Private Development**

Each development project that we undertake represents the combined effort and resources of many parties, often including one or more joint venture partners to achieve the best results. In development of various projects, we have established joint ventures with public institutions and organizations, typically as an endeavor to develop or redevelop a particular site owned by a public entity. Each public/private opportunity presents its own unique goals and challenges – we are highly experienced in the mutual development and realization of these goals. Our success in public/private developments demonstrates our ability to work collaboratively to achieve a mutually successful result.

Public/Private Joint Venture projects have included the Montgomery at Wheaton Metro, which the Bozzuto Group successfully completed as selected developer in an RFP issued by the Washington Metropolitan Area Transit Authority (WMATA). The Bozzuto Group was also recently selected by the University of Baltimore for the mixed-use development of multiple sites owned by the University in the Cultural Arts District of Baltimore City. Spaulding & Slye in partnership with University Associates (Boston University/Boston Medical Center) is developing a 175,000 SF laboratory and research facility. Spaulding & Slye in partnership with Johns Hopkins University (JHU) just completed building #3 on the Shady Grove Life Sciences Center campus and is the master developer working with JHU to market and develop future buildings on the campus.

### **Experience with Projects Designed to Work with the Environment**

Of course, the impact of the built environment on the natural environment can be significant. To reverse this trend, our team members have made a conscious effort to study and identify ways to minimize environmental impact. The Bozzuto Group/Spaulding & Slye/Harrison Team has proven itself as a developer that is dedicated to improvement of the quality of life for all those involved.

The Bozzuto Group has been recognized in our continued efforts to develop projects with concern for the natural environment, as illustrated by four awards issued by the Maryland-National Capital Building Industry Association. The Bozzuto Group was designated by MNCBIA as "Environmental Builder of the Year" in 2002, 2001, 2000 and 1996. In addition, Spaulding & Slye is currently developing two projects in northern Virginia to meet LEED Certified designation and just completed an office development for the MITRE Corporation in Bedford, Massachusetts that received a LEED Silver designation.

### **Development Firm Team Members**

The SilverPlace project consists of three major project components including a new M-NCPPC headquarters facility, residential and park/open space. The success of the SilverPlace project is dependant upon how each of these distinct but interdependent uses are seamlessly integrated and managed by a single, devoted and experienced development team. SilverPlace, LLC has formulated an overall team and team structure centered upon successfully achieving that goal.

In order to ensure a seamless integration of the major project components, a creative and solid foundation for the project needs to be created and managed. This foundation is in the establishment and constant management of the master plan. The master plan provides the framework to guide all decisions relative to the interrelationship of each of the major project components. As such, we have made the master planning effort the center and focal point of our project teams' organization.

We have assigned team members with the sole purpose of ensuring the success and adherence to an agreed upon master plan for the SilverPlace project. We have established separate specialized teams to lead the headquarters and residential portions of the project to ensure that each of these critical components of the project receive dedicated and experienced personnel for the specific use. The lead project manager for the headquarters and the residential portions of the project will be responsible for coordinating its respective teams as well as coordinating between each other and will work directly with our lead master planner - Torti Gallas and Partners - to ensure that each of the project components are being successfully coordinated and integrated together.

SilverPlace, LLC has assembled and organized a highly qualified team of development management professionals with experience in four areas critical to the success of the SilverPlace project: 1) coordinating the planning, integration and implementation of complex projects with multiple phases and parallel activities; 2) coordinating the development and construction of mixed-use facilities; 3) experience in Montgomery County; and 4) experience on headquarters and/or built to suit projects, and mixed-income residential projects.

The team is comprised of individuals who have the essential skills—including considerable experience with private as well as public sector development and project management—required to effectively oversee and manage the development process. The following is an overview of our team with a description of their respective project roles:

#### *Tom Baum—Principal-in-Charge*

Tom Baum will be the Commission's main point of contact for the SilverPlace, LLC development entity. Mr. Baum will be responsible for managing the resources for the entire project and will be the overall head of the project with specific focus on the successful development and management of the project master plan to achieve the goals of the M-NCPPC.

### **SILVERPLACE**

*Clark Wagner—Project Manager (Residential Development)*

Clark Wagner will manage a team of professionals focused on the successful development of the residential portion of the project. Mr. Wagner will be responsible for coordination with the lead project manager for the headquarters building and will work closely with Mr. Baum and the master planning team to integrate and coordinate the residential project in conjunction with the overall master plan.

*Michael Schlegel – Construction Project Manager (Residential Development)*

Michael Schlegel will manage all aspects of the construction of the residential portion of the project. Mr. Schlegel will be responsible for budget analysis of design and programming, constructability, scheduling, site coordination, and construction. Michael will work closely with the rest of the team to understand the Master Planning goals and the site constraints, to help the team achieve its goals through the best construction methods.

*Kem Courtenay—Project Manager (Headquarters Development)*

Kem Courtenay will have management oversight of a team of professionals focused on the successful development of the headquarters portion of the project. Mrs. Courtenay will be responsible for coordination with the lead project manager for the residential building and will work closely with Mr. Baum and the master planning team to integrate and coordinate the headquarters project in conjunction with the overall master plan.

*Chris Molivadas—Construction Project Manager (Headquarters Development)*

Chris Molivadas will manage all aspects of the construction of the headquarters portion of the project. Mr. Molivadas will be responsible for budget analysis of design and programming, constructability, scheduling, site coordination, and construction. Mr. Molivadas will work closely with the rest of the team to understand the Master Planning goals and the site constraints, to help the team achieve its goals through the best construction methods.

*Dean Harrison—Development Advisor*

Dean Harrison in his role as development advisor will work with the master planning, headquarters and residential team leaders on establishing the project plan and program. Mr. Harrison will lead the project's community relations and entitlement efforts and will report directly to Tom Baum (Principal-in-Charge).

As with any large, complex, mixed-use project, in addition to those individuals specifically referenced above, a large number of talented real-estate professionals will be directly and indirectly involved throughout the development and construction process. The Bozzuto Group and Spaulding & Slye, as full-service real estate companies, will have members of our respective construction, property management, leasing/sales and finance groups in addition to our founders and/or partners involved in providing guidance and feedback throughout the development process to ensure that success is achieved at its highest possible level.

property and asset management, investment sales, and strategic planning. The firm currently employs approximately 485 real estate professionals in its Washington, DC and Boston, Massachusetts, offices.

### **Spectrum of Services**

Spaulding & Slye provides a wide spectrum of services to both investors and users of real estate, including professional services firms, government agencies, life science and educational institutions, and corporations.

### **Development**

Spaulding & Slye provides build-to-suit development solutions to both corporate clients and institutional owners. Drawing on experts from every real estate discipline within the firm, our Development Management team operates as a client's representative during the project. Spaulding & Slye negotiates with lenders, contractors and tenants, obtains building permits and environmental approvals, works with project architects and engineers, and orchestrates schedules and construction details.

Development and construction management have always been at the core of Spaulding & Slye. Because of our long-term position as an owner/developer in both private and public/private projects, we approach development management not as a consultant, but as an asset manager and owner representative developing a project for long-term occupancy and use. Our objective has always been to maximize the economic value and utility of a client's asset. Using the experience gained from more than 220 projects with a value of over \$4.0 billion, we provide management of the complex process that leads to quality development.

### **Construction**

Spaulding & Slye Colliers' Construction group collaborates with our other services to provide innovative services as a designated general contractor, design/ builder, construction manager, and a construction consultant. We are ranked among the largest construction firms in the Boston and Washington, DC areas, executing in excess of \$100 million annually.

### **Leasing**

Spaulding & Slye Colliers is experienced in both property representation and tenant representation. Annually, we lease over 10 million square feet of commercial real estate.

### **Investment Sales**

The Investment Sales group specializes in the sale of real estate for major institutions, developers, and individual investors. We offer clients a variety of services in the acquisition, development, and disposition of real estate, ranging from raw land to fully developed and substantially or totally occupied income-producing property.

### **Property Management**

Spaulding & Slye Colliers' Property Management group maximizes the value of the 21.3 million square feet of commercial and retail property under our management. We aim to add and create value through on-site management, comprehensive reporting systems, cost control, and business plans for each asset.

### **Structured Finance**

The Structured Finance Group specializes in real estate finance arranging equity, mezzanine, and debt capital for both our investor and corporate clients. Our full range of real estate financial services include equity and debt placement, joint venture finance, credit tenant lease securitizations, tax-exempt financing, sale-leaseback transactions and real estate advisory services.

### **Marketing**

Spaulding & Slye Colliers has an award-winning in-house Marketing group that works with our clients and other Spaulding & Slye Colliers team members to develop an appropriate marketing strategy for a specific assignment.

Our in-house marketing, public relations, technical writers, and graphic design professionals work cohesively in supporting the marketing objectives of our clients.

#### Research

Currently comprised of six research professionals, the Research group provides multi-level support to clients ranging from data collection and analysis to comprehensive market, economic, and demographic analysis.

#### Harrison Development, LLC

Harrison Development principal, Dean Harrison, has brought together a team of professionals with the expertise and capacity to produce superior results. Building on over 20-years of combined development, finance, and management experience—the team is well prepared to handle the most complex of projects.

Harrison Development's expertise focuses on residential development, development consulting, community planning and project management. Harrison Development and the Bozzuto Group are currently working together on several projects in the preliminary stages of development.

In addition to this formidable real estate development team, Harrison Development has formed a significant partnership with Lubert-Adler, a finance and development partner with in excess of two billion dollars in real estate assets. The Lubert-Adler team not only brings its financial strength to Harrison Development, but also adds considerable value with the broad development experience of its staff. Harrison Development is a local operating partner for Lubert Adler, and works to add considerable value to the Baltimore/Washington real estate market by bringing Lubert Adler's resources to bear.

Harrison Development is currently working as developer or co-developing with partners on the following projects:

**The Zenith** – A mixed-use development consisting of 200-luxury one and two bedroom units, to include a health club, and a uniquely landscaped rooftop courtyard. On the street level, The Zenith will boast a 24-hour theme restaurant.

Reference: Ms. Arlisa Anderson  
Baltimore Development Corp.  
36 S. Charles Street, 16th Floor  
Baltimore, MD 21201  
Phone: (410) 779-3845

**414 Water Street** – A residential development consisting of 351-luxury one and two bedroom units situated atop a pre-existing parking garage. Amenities will include: health club, pool, business center, and retail shopping.

Reference: Mr. Bob Aydukovic  
Director-Downtown Housing Initiative  
Downtown Partnership of Baltimore, Inc.  
217 N. Charles Street, Suite 100  
Baltimore, MD 21201  
Phone: (410) 528-7718

**Home Again Initiative** – Rehab of for-sale townhomes in Northwest Washington, DC for the city of Washington.

Reference: Mr. Eric Johnson  
Office of the Deputy Mayor for Planning and Economic Development  
801 N. Capitol Street, NW  
Washington, DC 20002  
Phone: (202) 478-1325

**EBDI** – Redevelopment of 30-acres in East Baltimore, adjacent to Johns Hopkins Hospital. It will consist of Biotech Lab space, office, retail and residential.

Reference: Mr. Stanford Britt, COO  
East Baltimore Development  
1809 E. Chase Street  
Baltimore, MD 21205  
Phone: (410) 234-0660

**Reservoir Hill** – The rehabilitation of 17 properties purchased from the City of Baltimore, and resold as for-sale homes.

Reference: Ms. Patricia Robinson  
DHCD Division of Asset Mgmt. & Disposition  
417 E. Fayette Street, 10th Floor  
Baltimore, MD 21202  
Phone: (410) 396-4109

**Hollander Ridge** – Redevelopment of 25-acres of commercial and industrial land in Northeast Baltimore.

Reference: Ms. Carolyn Paff  
Baltimore Development Corp.  
36 S. Charles Street, 16th Floor  
Baltimore, MD 21201  
Phone: (410) 779-3830

#### Specific Project References

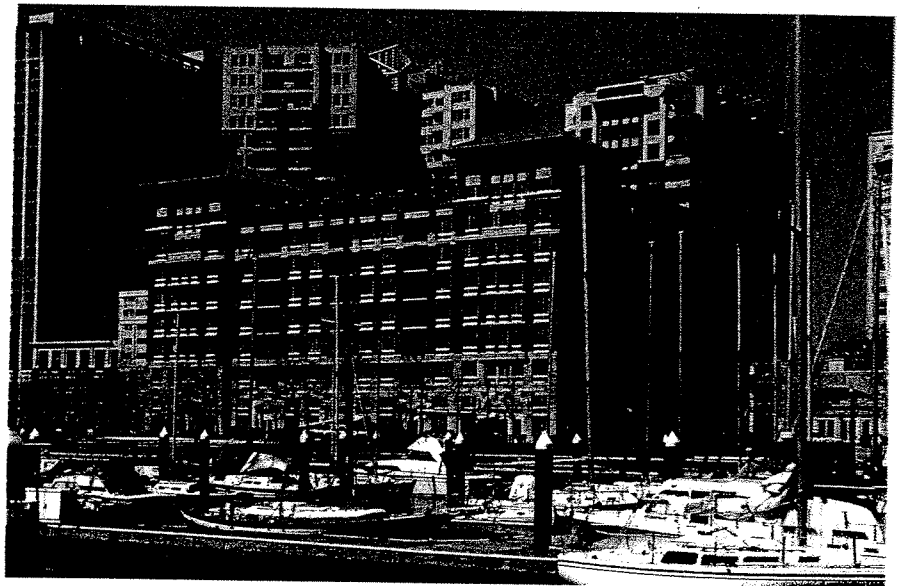
The following projects, each of which have been developed by the Bozzuto Group and Spaulding & Slye respectively, illustrate the range and quality of developments that our collective firms are capable of managing and implementing. Several of the following projects are referenced in the subsequent descriptions for each particular "area of expertise" described in the RFQ document.

# SPINNAKER BAY AT HARBOR EAST

Baltimore, MD

Project Type: Mixed Use

**Project Description:** Located on prime waterfront land along Baltimore's Inner Harbor, Spinnaker Bay occupies one square block. The design concept creates the impression of a collection of buildings through the careful integration of distinctly different, but contemporary facades and stepped elevations. Building heights vary from 8 stories along the waterfront to 18 stories. The project includes 316 Luxury Apartments, 32 Condominium residences with on-level parking, 43,000 sf of street level retail/restaurants, and 428 parking Space Garage. Amenities include: a Business Center and Conference Facility, Fitness Center, Landscaped Terrace with Pool and Club Room.



**Financing:** Conventional Financing 20% Equity/80% Debt, Construction Lender BB&T, Freddie Mac Permanent Financing., 20 year city tax pilot program and city funding for street/sidewalk improvements.

**Completion Date:** Early Fall 2005

**Land Area:** 1.3 acres

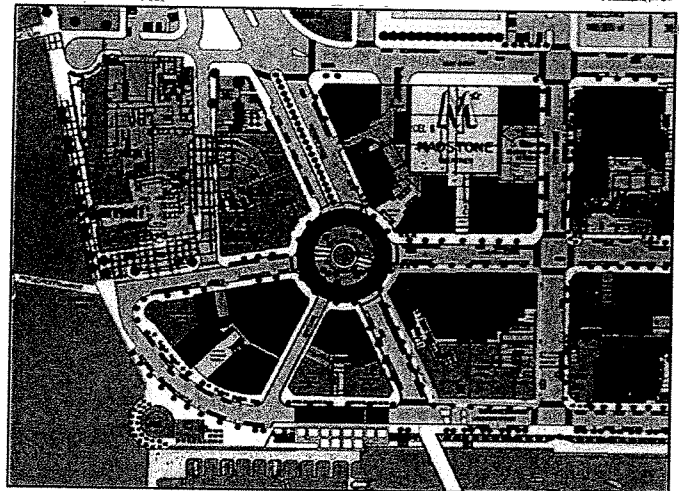
**Team Members and Key Personnel:**

Bozzuto Development Company - Tom Baum, Artie Harris

**Lead Firm and Project Manager:**

Bozzuto Development Company - Tom Baum

**Reference:** Liz Paulson  
Senior Vice President  
BB&T Bank  
(410) 991-0804



SPINNAKER BAY

SILVERPLACE



## THE MONTGOMERY AT WHEATON METRO

Wheaton, MD

### Address:

11101 Georgia Avenue  
Wheaton, MD 20902

### Project Type:

Transit Oriented Multi-Family  
Residences within a Central Business  
District

**Project Description:** Located in Downtown Wheaton, these luxury residences are a key component of the city's exciting revitalization. The Georgia Avenue site offers prime visibility and is situated two miles from the Beltway, less than 500 feet from the Wheaton Metro Station and within easy walking distance of a regional shopping mall and dozens of area restaurants. The project includes: 243 residences (incorporating Montgomery County's Moderately Priced Dwelling Unit (MPDU) Program on 12.5% of the units) including 16 loft residences, 5 'live-work' residences, and 12 town home style residences, as well as a 400-space parking garage. Amenities include a Business Center, Fitness Center and Landscaped Courtyard with Pool.



### Financing:

Conventional Financing 20% Equity/80% Debt, Construction Lender Bank of America, Freddie Mac Permanent Financing

Completion Date: Early Fall 2005

### Team Members and Key Personnel:

Bozzuto Development Company - Tom Baum, Artie Harris

### Lead Firm and Project Manager:

Bozzuto Development Company - Tom Baum

Value: Approximately \$33 million

Land Area: 3 acres

### Reference:

Mindy Fang, Senior  
Vice President  
Bank of America  
(410) 605-8272

SILVERPLACE

# THE WHITNEY AT BETHESDA THEATRE

Bethesda, MD

Address: 7707 Wisconsin Avenue Bethesda, MD 20814

Project Type: Public private partnership, mixed-use development that blends new luxury residences with a renovated landmark theatre and a public garage.

Project Description: Located in the heart of Bethesda, the Whitney at Bethesda Theatre offers unusual character, fronting a lively urban scene along the front and an established residential neighborhood to the back. Designed around a landmark Art Deco theatre, the community offers luxury residences in an 11-story tower as well as a 4-story villa set around a public park space. The project includes: 200 high-rise luxury residences, 44 Luxury villa residences, 9 Town homes, 17,000 sf Theatre, Public Park, 238 residential parking spaces and 350 public parking spaces in a separate county garage. Amenities include: a Business Center, Fitness Center, Club Room and Landscaped Courtyard with Pool.

Financing: Conventional Financing 20% Equity/80% Debt, Construction Lender Bank of America, NYSTRS Permanent Financing

Completion Date: Summer 2003

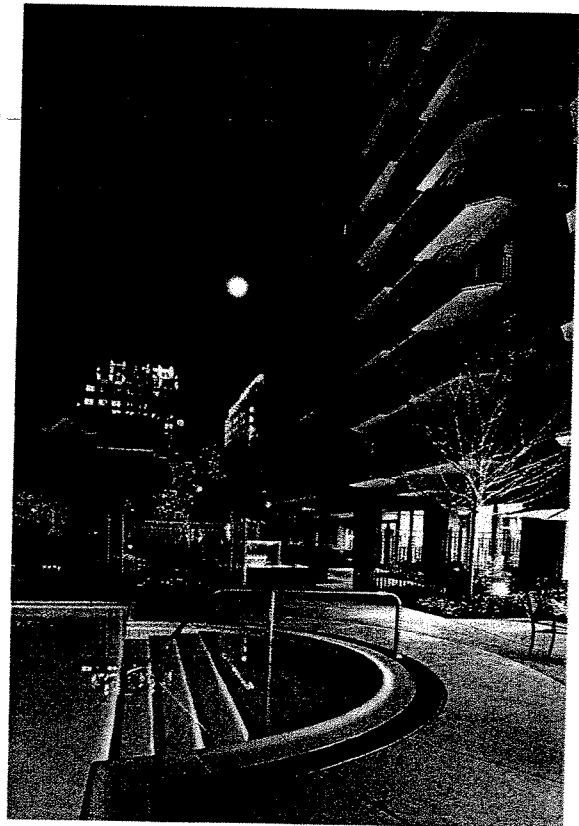
Team Members and Key Personnel:  
Bozzuto Development Company - Tom Baum, Artie Harris

Lead Firm and Project Manager:  
Bozzuto Development Company - Tom Baum

Value: Approximately \$75 million

Land Area: 2 acres

Reference:  
Mindy Fang, Senior  
Vice President  
Bank of America  
(410) 605-8272

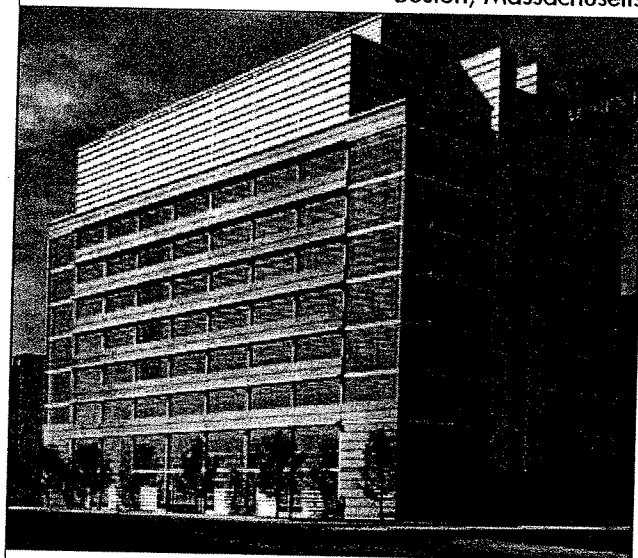


SILVERPLACE

# BIOSQUARE

Public/Private sector

Boston, Massachusetts



## CLIENT

University Associates is a joint venture between Boston University and Boston Medical Center. Boston University is one of the nation's premier research universities. The hospital is the primary teaching affiliate for Boston University School of Medicine.

## SERVICES PROVIDED

Required extensive coordination between public and private entities. Investment, "at risk" development management, "at risk" construction management, leasing, marketing, and property management.

## FINANCING

conventional debt / equity by Spaulding & Slye

## SIZE OF PROJECT

175,000 square feet

## PROJECT COMPLETION

October 2005

## REFERENCE CONTACT

Michael Difabio  
Assistant Vice-President of Financial Affairs  
Boston University  
617-353-2290

In partnership with University Associates (Boston University/Boston Medical Center), Spaulding & Slye is developing a 175,000 square-foot, 8-story state-of-the-art laboratory and research facility at 670 Albany Street on the 4-acre, 1.3 million square-foot BioSquare complex. The building was designed to blend in with the historic, urban context of the South End Medical Area.

Spaulding & Slye is providing a wide variety of services at BioSquare, including investment (equity and debt placement), development, construction, leasing and property management. As the "at risk" developer of this building, Spaulding & Slye will invest in the facility for its own account, as well as raise additional debt and equity financing from third parties. Acting as Development Manager, our scope of work includes:

- Negotiating the ground and building leases.
- Handling the regulatory and permitting processes with the Boston Redevelopment Authority (BRA) and the South End Landmark District Commission.
- Overseeing PDA Plan Conformance.
- Providing master plan coordination.
- Hiring and managing all project team members.
- Creating the master budget and schedule.

Serving as the "at-risk" Construction Manager, we are providing pre-construction services, cost estimating, and overall construction management. We have also been hired as the exclusive leasing agent for all of BioSquare, and have developed a marketing program for the entire complex. When the building is complete, Spaulding & Slye will provide building commissioning and property management services.

The site is ground leased by University Associates, and Spaulding & Slye will own the building. Boston University/Boston Medical Center (BU/BMC) will occupy half of the building, while the balance of the space will be leased to third-party tenants doing life science research that is synergistic with research being conducted at BU/BMC.

# NIH DALE AND BETTY BUMPERS VACCINE RESEARCH CENTER

Headquarters

Bethesda, Maryland

Spaulding & Slye recently completed the development and construction for the 85,000 square-foot Dale and Betty Bumpers Vaccine Research Center (VRC), on the National Institutes of Health (NIH) campus in Bethesda, Maryland. The facility was delivered in August 2000, as scheduled.

In May 1997, President Clinton challenged NIH and the U.S. scientific community to develop an AIDS vaccine within 10 years.

Reflecting the urgency of the research mission, this state-of-the-art facility needed to be planned, designed, constructed and operational within three years, roughly half the time normally required to build a government research facility of this type. To meet this challenge, Spaulding & Slye created an aggressive, fast-track development plan and assembled a development team of architects and interior designers, mechanical, electrical and structural engineers, laboratory programmers and planners, civil and geotechnical engineers, occupancy planners, a general contractor and other specialty consultants.

Spaulding & Slye has managed all aspects of this high-profile project from its conception, including securing government agency approvals; overseeing and guiding the design process; managing the construction process; maintaining the project budget; and aggressively maintaining the original project schedule. Spaulding & Slye was also responsible for the procurement of approximately \$12 million in specialized fixtures, furnishings, and equipment, and managed all installations and hook-ups. Additionally, Spaulding & Slye performed general contracting services in excess of \$1 million renovating specialty suites such as irradiation, x-ray, environmentally controlled chambers, and security systems for BL3 suites.

The new facility houses biochemistry, molecular biology, immunology, microbiology and cell biology laboratories as well as laboratory support and administrative spaces. A new AIDS Education and Conference Center has also been incorporated on the first floor. The design of the building also accommodates a 65,000 square-foot future addition.



## CLIENT

Begun as a one-room Laboratory of Hygiene in 1887, today the National Institutes of Health is one of the world's foremost medical research centers, and the U.S. Government's focal point for medical research.

## SERVICES PROVIDED

Project management, construction services, facilities services.

## SIZE OF PROJECT

85,000 square feet

## PROJECT COMPLETION

August 2000

## REFERENCE CONTACT

Kyung Kim  
NIH  
6120 Executive Blvd  
Rockville MD 20892

# FEDERAL GATEWAY

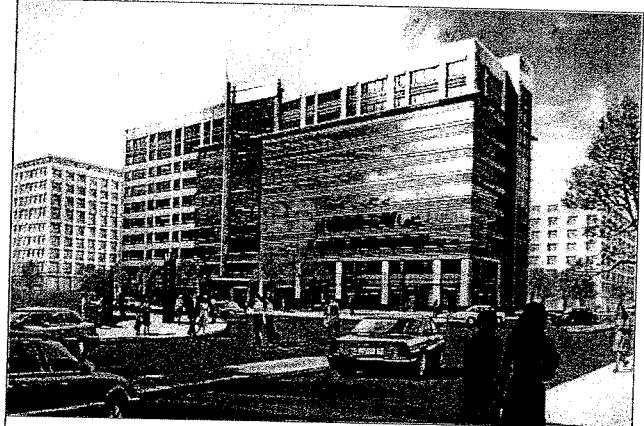
Mixed Use

Washington, DC

**F**ederal Gateway is a 10-story, 297,000 square foot, Class A mixed use office building that was delivered in third quarter 2003. Located at the corner of M Street and New Jersey Avenue, SE, Federal Gateway is directly across the street from the Southeast Federal Center (the future home of the Department of Transportation) and the Naval Systems Command Headquarters (NAVSEA) at the Washington Navy Yard.

The first floor of Federal Gateway houses a fully-dedicated, 35,000 square-foot retail component that services the building tenants and the NAVSEA contractor community. Several well-respected and visible tenants have executed leases, including CVS Pharmacy, Subway, and Chevy Chase Bank. The nine floors of office space are largely leased by NAVSEA contractors, including Anteon Corporation, which currently occupies over 130,000 square feet of space. Federal Gateway has a three level underground parking garage, and is conveniently located across the street from the Navy Yard Metro stop.

Unique challenges faced by Spaulding & Slye as the Development Manager, Leasing Agent, and the General Contractor for the building were: financing a building in the unique post September 11th environment; project financing after all the big credit-worthy tenants were already renting in other buildings (leaving smaller, less tenant-worthy tenants to go after for this building); and coming up with an affordable yet attractive design for this critical corner in Washington DC's architectural matrix.



## SERVICES PROVIDED

Development management, construction, project financing, leasing, and property management.

## FINANCING

Conventional debt / Equity Financing

## SIZE OF PROJECT

297,000 square feet

## PROJECT COMPLETION

3rd quarter 2003

## MIXES OF USE

Office: 262,000 square feet  
Residential: 35,000 square feet

## REFERENCE CONTACT

Mr. Chris Smith  
William C. Smith & Company  
1220 I Street NW, Suite 300  
Washington, D.C. 20005  
202.371.1220

# PUERTO RICO CONVENTION CENTER DISTRICT AUTHORITY

Mixed Use

Puerto Rico

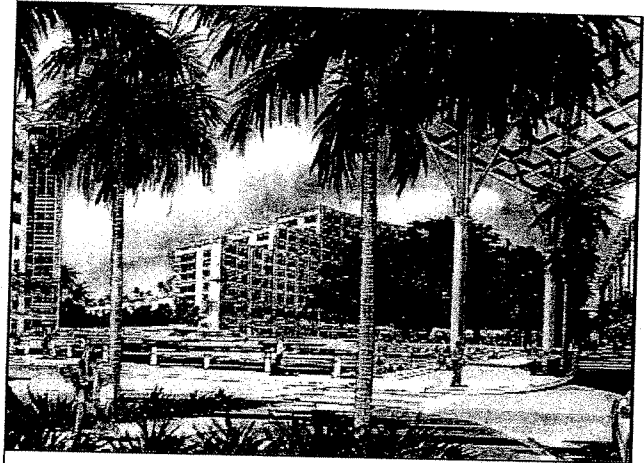
Spaulding & Slye was recently selected to provide development services to the Puerto Rico Convention Center District Authority (the Authority) in their goal to create a new 105-acre mixed-use neighborhood adjacent to the new convention center now under construction. In addition to the convention center, components of the development include office, retail, restaurants, hotels, and a museum.

The site, with easy access to Old San Juan, Conadad, Hato Rey and the Luis Muñoz Marín International Airport, is a prime location for increased tourist, business, and residential activity. It is however, currently separated from the adjacent neighborhood by the expressway.

The Authority has embarked upon a plan to create a mixed-use, waterfront, urban redevelopment, which will enhance the economic development potential of a cutting edge convention center and revive an underutilized section of the City of San Juan. The overall magnitude and complexity of the redevelopment project requires the completion of a viable strategic master plan, the ability to garner community support, and the technical skills to move the project through the development process.

The redevelopment plan envisions a vibrant 24-hour/365 day integrated neighborhood that is appealing to both residents and visitors. It reconnects the site to the water through the recreation of the old canal and revives the water views from the site. The 105-acre site has been divided into 12 individual development parcels to facilitate the financing of the project and the physical progress of the work. The project will be accomplished in four major phases:

- Phase I includes construction of the convention center phase 1 and upgrade of the infrastructure located directly under the development.
- Phase I-B includes a hotel, retail and restaurant development and an office tower and a corporate learning center.
- Phase II completes the second phase of the convention center and adds additional retail space shops and restaurants. It also includes residential space and a second office tower.
- Phase III includes the third phase of the convention center, a museum, and an additional hotel.



## CLIENT

Convention Center District Authority of Puerto Rico

## SERVICES PROVIDED

Master planning, development advisor and project management.

## SIZE OF PROJECT

4.5 million square feet, 105 acres

## PROJECT COMPLETION

2013

## MIXES OF USES

Residential, retail, hotel, office and cultural.

## REFERENCE CONTACT

Victor Shaparro  
Convention Center Authority  
787.722.3309

Aside from the Convention Center and infrastructure improvements, in order to complete this ambitious redevelopment the Authority must attract private sector investment and commitment. Spaulding & Slye will work closely and cooperatively with the Authority to generate interest in the project among the leading private sector hotel, entertainment, residential and commercial development and operations organizations. Our existing relationships with many of these organizations will benefit the project as we intensify our outreach program.

**Thomas A. Baum**  
**Executive Vice President**  
**Bozzuto Development Company**

Thomas A. Baum is the Executive Vice President of Bozzuto Development Company and Partner of The Bozzuto Group. Tom joined Bozzuto in June of 2001. Prior to joining Bozzuto, he held the position of Senior Vice President with Summit Properties, Inc., where he was responsible for growing their mid-Atlantic portfolio into the largest segment of the company, from 11% of the portfolio in 1996 into 23% of the portfolio in year 2000.

**Experience Profile**

**Summit Properties, Inc.**  
Bethesda, Maryland

**Senior Vice President**

Senior officer responsible for managing the expansion of the regional offices from a two person office in 1997 into an eighteen person, fully integrated management, development, and construction operation including a six person development staff with a development pipeline in excess of 2,000 units.

**Regional Vice President of Development**

Corporate Officer in charge of Mid-Atlantic region for NYSE listed national apartment developer and manager. Responsible for all land search, pro-forma analysis, development, and construction activities. Responsible for a development pipeline of over 1,350 luxury apartment units in various stages of development and construction with a total value of \$178 million. Reported directly to COO/President of Summit Properties, Inc., based in Charlotte, NC.

**Education and Professional Certification**

- M.S. Real Estate Development, Columbia University, New York, New York, October 1988. Honors: Outstanding Thesis Award: Congregate Care Housing.
- B.S. Architecture, University of Illinois, Urbana-Champaign, May 1985.
- French National Architecture Academy, Unite Pedagogique D'Architecture, Versailles, France, 1983-1984.
- Registered Architect, State of New York.

**Clark M. Wagner**  
**Vice President**  
**Bozzuto Homes, Inc.**

***Education:***

Master of Planning, University of Virginia, 1998  
Landscape Design Certificate, George Washington University, 1991  
BS - Liberal Arts, Towson University, 1984

***Current Position:***

Vice President, Director of Development Services, Bozzuto Homes, Inc.  
Duties: Responsible for overseeing various development projects from the feasibility review through final approval and construction.

***Previous Positions:***

Urban Design Director, City of Gaithersburg: 1993-2001  
Planner, City of Gaithersburg: 1989-1993  
Zoning Inspector, City of Gaithersburg: 1985-1989  
Intern, State Highway Administration: 1984

***Major Accomplishments (Bozzuto Homes, Inc.):***

- Completed design and entitlement for 340 total units in 4 projects that are currently under construction.
- Currently overseeing design and entitlement for 4 projects totaling 642 units.

***Major Accomplishments (City of Gaithersburg):***

- Author of the newly created Corridor Development Zone, adopted in 2000.
- Led committee effort to develop new street design standards & overhaul of the City Road Code - 2000.
- Led team effort on creation of a plan for the Frederick Avenue Corridor- adopted in 2000.
- Facilitated planning charrettes and subsequent enhancement plans for various City neighborhoods.
- Facilitated Smart Growth Committee and author of City Smart Growth Policy - 1999.
- Author of Traditional Neighborhood Development Option zoning ordinance - 1998.
- Developed new City bus shelter prototype & City entry markers - 1998.
- City representative to the Kentlands/Lakelands Design Charrette - 1996
- Author of Sensitive Areas Plan - element of Master Plan - 1996
- City representative to the Olde Towne Design Charrette - 1995
- Author of Environmental Standards - 1995
- Employee Recognition Award for Outstanding Service - 1994 and 1995
- Led Committee in overhaul of City Parking Ordinance - 1993
- Author of City Forest Conservation Ordinance - 1992
- Author of City Tree Manual - 1990
- Overhaul of City Sign Ordinance - 1988

***Member:*** ULI, MNCBIA, and Congress For the New Urbanism



**Michael A. Schlegel**  
**President**  
**Bozzuto Construction Company**

Since joining Bozzuto Construction in 1999 Mike Schlegel has been involved in the construction of more than \$650M worth of multifamily housing units in addition to over \$300M of commercial projects. As President, Mike oversees all of Bozzuto Construction Company's operations. He maintains a personal involvement with each project from initial negotiation, through pre-construction and construction. Additionally, he directs all in-house activities, providing leadership and ensuring cooperation and collaboration between estimating/budgeting, scheduling, project management, and supervision.

**EDUCATION:**

Bachelor of Science, Building Construction (with Honors) Virginia  
Polytechnic Institute and State University.

**CAREER:**

President, Bozzuto Construction Company  
Vice President, Clark Realty Builders

**RECENT PROJECT EXPERIENCE:**

**PATRIOT VILLAGE**

Merrifield, VA

\$38.3 million, 436-unit residential apartment project located near the Dunn Loring Metro Station with 2 precast parking garages with 729 parking spaces. Design build.

**GABLES AT ROTHBURY**

Montgomery Village, MD

\$18.4 million, 205-unit garden style apartment project, which consists of four, 3-story, and three, 4-story wood frame buildings as well as a detached clubhouse.

**NORTH POTOMAC SR. HOUSING**

Gaithersburg, MD

\$4.6 million, Senior Living project consisting of four Villa Style Buildings with 3 apartments each; some with Loft-Style Units and some with Basements, and all with single car garages. There is also a low-rise 3-story elevator building with 25 apartments.

**MILLENNIUM APARTMENTS**

Conshohocken, PA

\$30 million, 375 unit, wood frame apartment building above a composite steel deck with parking beneath, swimming pool and clubhouse.

**SILVERPLACE**

**Kem S. Courtenay**  
**Principal, Development Services**  
**Spaulding & Slye**

Kem Courtenay, a Principal for Spaulding & Slye Colliers' Mid-Atlantic region, has more than 20 years of experience in strategic real estate planning and development. She has an extensive background in business, financial analysis, and management, as well as in planning and design. She holds an MBA from the University of California, Berkeley and a Masters of Landscape Architecture from Harvard University, Graduate School of Design. This broad experience allows her to effectively balance physical requirements with financial constraints to develop efficient and cost-effective facilities strategies. Ms. Courtenay's project experience includes:

- **National Institutes of Health Building 33 Complex**, Bethesda, MD: Ms. Courtenay is the Project Director for Building 33, a 150,000 square-foot, state-of-the-art bio-containment facility. The facility will include bio-medical research labs, a vivarium capable of housing nonhuman primates as well as adaptable space for use as an insectory, office, conference facilities, interaction areas and public space. The multi-level parking structure will be capable of parking 1,250 cars to replace the existing employee parking space where the new facility will be constructed. The National Institute of Allergies and Infectious Diseases (NIAID) is the primary NIH entity to occupy the new laboratory facility.
- **The MITRE Corporation**, Northern VA: As Project Director of this account, has directed the efforts of a multidisciplinary team of development, construction, and finance specialists in the analysis of the existing portfolio—comprising in excess of 900,000 square feet—and the development of a strategic real estate plan for this FFRDC. Analysis has included engineering, space utilization and financial studies of over 15 facility alternatives, ranging from existing facilities to consolidating and developing a new campus, to enable the organization to assess the operational and cost impact of various scenarios over the next 20 years. Led a multidisciplinary team in the implementation of the strategic plan, including the purchase of a 16-acre site; the development of a new 310,000 square-foot facility and associated parking garage; the renovation of an existing 300,000 square-foot building; and the development of a third 200,000 square-foot building and associated parking garage.
- **Potomac Electric Power Company (PEPCO)**, Washington, DC: Project Manager for the evaluation of real estate options, site selection and building design for PEPCO's 400,000 square-foot Washington, DC headquarters. Responsibilities included identifying and evaluating alternative buildings and sites; negotiating the site purchase; selecting and managing a team of architectural and engineering consultants through the base building and interior design process; obtaining permits for the building development; preparing a development and relocation budget; and preparing a minority business development and community outreach plan.
- **Federal Deposit Insurance Corporation**, Washington, DC: Project Manager for the development of a long-term strategic housing plan for FDIC that will accommodate over 600,000 square feet of leased space. Strategic plan included evaluation of existing facilities; space analysis; market analysis; pro forma cost analysis of development and leasing options; and presentation of findings and recommendations to FDIC senior management.
- **Food and Drug Administration**, Rockville, MD: Project Manager for design and development of 100,000 square feet in an existing building. The project was completed under a fast-track schedule of five months from the initial project meeting through move-in.
- **American Type Culture Collection**, Manassas, VA: Project Director for the development and relocation of 104,000 square feet of laboratory, operations and administrative facilities to a new biomedical research headquarters facility developed in joint venture by Prince William County and George Mason University.
- **Coulter Corporation**, Miami, FL: Completed a Strategic Facilities Plan for a major bio-medical company. Determined real estate strategies for 200,000 square feet of office space and another 300,000 square feet of laboratory and research and development space.

**Education**

University of California, Berkeley, MBA, 1985

Harvard University, Graduate School of Design, MLA, Landscape Architecture

University of Virginia, Bachelors, Landscape Architecture

**SILVERPLACE**

## THE WHITNEY AT BETHESDA THEATRE

Bethesda, MD

Address: 7707 Wisconsin Avenue Bethesda, MD 20814

**Project Type:** Public private partnership, mixed-use development that blends new luxury residences with a renovated landmark theatre and a public garage.

**Project Description:** Located in the heart of Bethesda, the Whitney at Bethesda Theatre offers unusual character, fronting a lively urban scene along the front and an established residential neighborhood to the back. Designed around a landmark Art Deco theatre, the community offers luxury residences in an 11-story tower as well as a 4-story villa set around a public park space. The project includes: 200 high-rise luxury residences, 44 Luxury villa residences, 9 Town homes, 17,000 sf theatre, Public park, 238 residential parking spaces and 350 public parking spaces in separate county garage. Amenities include: a Business center, Fitness Center, Club Room and Landscaped Courtyard with Pool.

**Financing:** Conventional Financing 20% Equity/80% Debt, Construction Lender Bank of America, NYSTRS Permanent Financing

**Completion Date:** Summer 2003

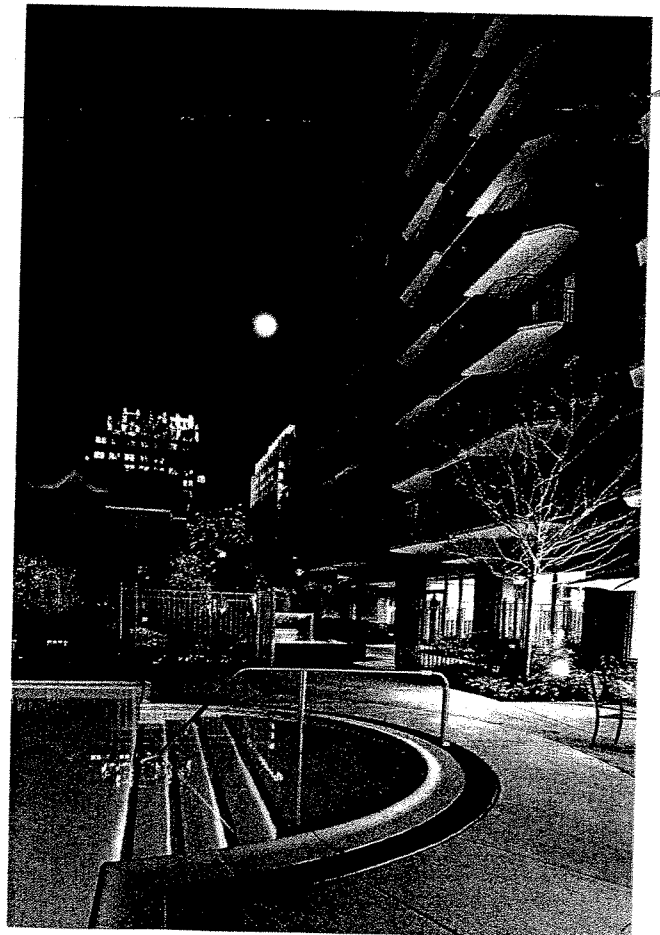
**Team Members and Key Personnel:**  
Bozzuto Development Company - Tom Baum, Artie Harris

**Lead Firm and Project Manager:**  
Bozzuto Development Company - Tom Baum

**Value:** Approximately \$75 million

**Land Area:** 2 acres

**Reference:**  
Mindy Fang, Senior  
Vice President  
Bank of America  
(410) 605-8272



Project Category: Residential

## The Ellington

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Maurice Walters	P		P			
Bozzuto	Tom Baum						P
Tadjer Cohen Edelson	Zivan Cohen			S*			

\* Structural Engineer

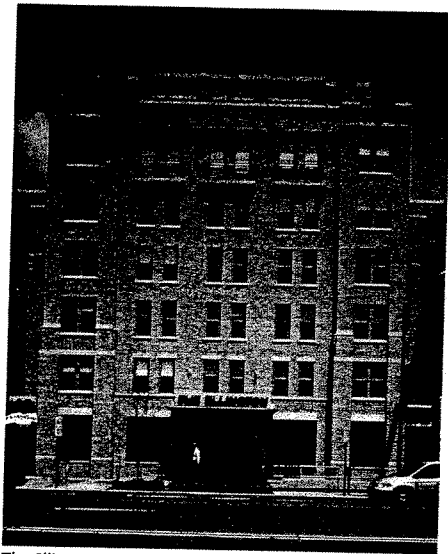
## The Ellington • Washington, D.C.

Winner, NAHB Multifamily 2005 Pillars of the Industry Award, Best Mid-Rise Rental Apartment

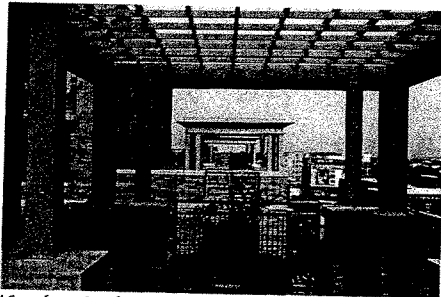
*"...a prominent vertical sign at the corner is reminiscent of the old theater signs that were once a signature feature of the U Street corridor."*

The Ellington is E-shaped, with three wings projecting out to U Street with courtyards in between. The upper two floors are set back significantly from the perimeter walls in order to minimize their visibility from the street. In its overall massing, materials, fenestration and facade organization, the building is evocative of some of the landmark buildings in the neighborhood, such as the Whitelaw Hotel, the True Reformers Building, and the Bowen YMCA, while being

clearly contemporary in its detailing. On the corner of 13th and U Streets there is a four story façade, with a prominent retail entrance on U Street, accessed through a courtyard. The residential entrance is located on 13th Street, and elevated to match the rowhouses on this street frontage. The facades of this component are clad in red brick, and organized by full-height piers enfolding banks of windows with spandrel panels.



The Ellington



View from Rooftop Terrace



The Ellington



The Ellington

### Services provided:

- programming
- marketing package
- leasing plans
- feasibility/yield analysis
- community meetings
- urban design
- code analysis
- public hearings
- expert witness
- architectural design
- construction phase service
- alley closing

### Sustainable design elements:

- located across street/above Metro
- provides underground structured parking
- provides bike storage
- mixed-use building
- pedestrian-oriented

### Square Footage:

211,000 SF floor area (186 units), 15,000 SF retail

### Project Description:

Mixed-Use Transit Oriented Residential Project

### Types of Financing:

Private

### Date of Completion:

October 2004

### Team Members and Key Personnel:

Torti Gallas and Partners  
John Torti, Maurice Walters

Bozzuto - Tom Baum

Tadler Cohen Edelson - Zivan Cohen

### Lead Firm and Project Manager:

Donatelli & Klein  
Mr. Larry Clark

### Reference:

Mr. Larry Clark, Vice President  
Donatelli & Klein  
(301) 654-0700



TORTI GALLAS AND PARTNERS

[www.tortigallas.com](http://www.tortigallas.com)

Project Category: Residential

## Kenyon Square

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Maurice Walters	P		P			
Bozzuto	Tom Baum						P
GHT, Ltd	Rodney Simpson			S*			

\* Mechanical/Electrical/Plumbing Engineer

Torti Gallas is working with a developer client on the redevelopment of two parcels of the Columbia Heights area of Washington D.C. One of Washington's oldest neighborhoods, Columbia Heights is experiencing an urban transformation back to its previous grandeur. Parcel 15 is being developed into Kenyon Square, a luxury condominium building with street level retail built over an existing Metro tunnel. The architecture of the building reflects the varied styles of Washington, D.C. The southern facade is a deco style with large expanses of glass and wonderful views of the city. The northern portion of the building is designed in an Italianate style, echoing the design of grand Washington, D.C. apartment houses.

The residential units feature spacious floor plans, functional and modern kitchens, ample storage and closet space, and light-filled rooms. Many of the homes feature balconies.

**Services provided:**

- programming
- feasibility/yield analysis
- comprehensive planning process
- community meetings
- urban design
- neighborhood planning
- architectural design

**Square Footage:**  
204,623 SF residential including amenities  
17,348 SF retail

**Project Description:**  
Mixed-Use Transit Oriented Development

**Types of Financing:**  
Private

**Date of Completion:**  
Spring/Summer 2007 (anticipated)

**Team Members and Key Personnel:**  
Torti Gallas and Partners  
Maurice Walters, Tom Danco, Filiz Basaran

**GHT Ltd.**  
Rodney Simpson

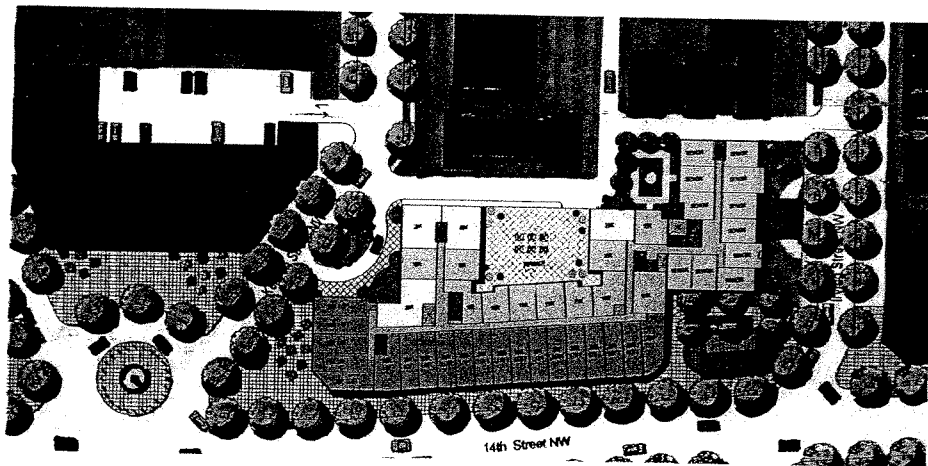
**Lead Firm and Project Manager:**  
Donatelli & Klein  
Larry Clark

**Reference:**  
Mr. Larry Clark, Vice President  
Donatelli & Klein  
(301) 654-0700

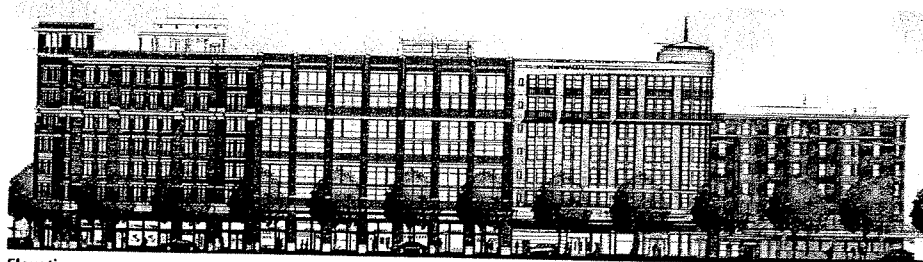
*"The design of Kenyon Square represents an evocative tribute to the historic architecture in the Columbia Heights neighborhood."*



View of Kenyon Square



Site Plan



Elevation

Project Category: Residential

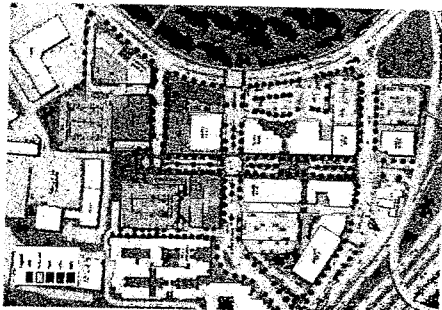
## The Delancy

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Torti Gallas and Partners	Maurice Walters	P		P			
Bozzuto	Jorgen Punda	P	P			P	P
Wells & Associates	Kevin Sitzman			S*			

\* Transportation Engineer



*"These three buildings create, not only interesting new streets, but an urban vibrant place to live."*



Site Plan



Corner of Stafford Street and South 28th Street

**Services provided:**

- programming
- comprehensive planning
- site plan approval
- community meetings
- design charrette
- urban design
- neighborhood planning
- architectural design
- construction phase service

**Square Footage:**

241 residential units, 750-space parking garage

**Project Description:**

Mixed-Use Transit Oriented Development

**Types of Financing:**

Conventional financing 20% Equity/80% Debt,  
Construction Lender - Bank of America  
Permanent Financing by Fannie Mae & Deutsche Bank

**Date of Completion:**

Spring 2006

**Team Members and Key Personnel:**

Bozzuto - Thomas Baum

Torti Gallas and Partners

John Torti, Maurice Walters, Daniel Ashtary

Wells & Associates

Kevin Sitzman

**Lead Firm and Project Manager:**

Bozzuto Development Company  
Thomas Baum

**Reference:**

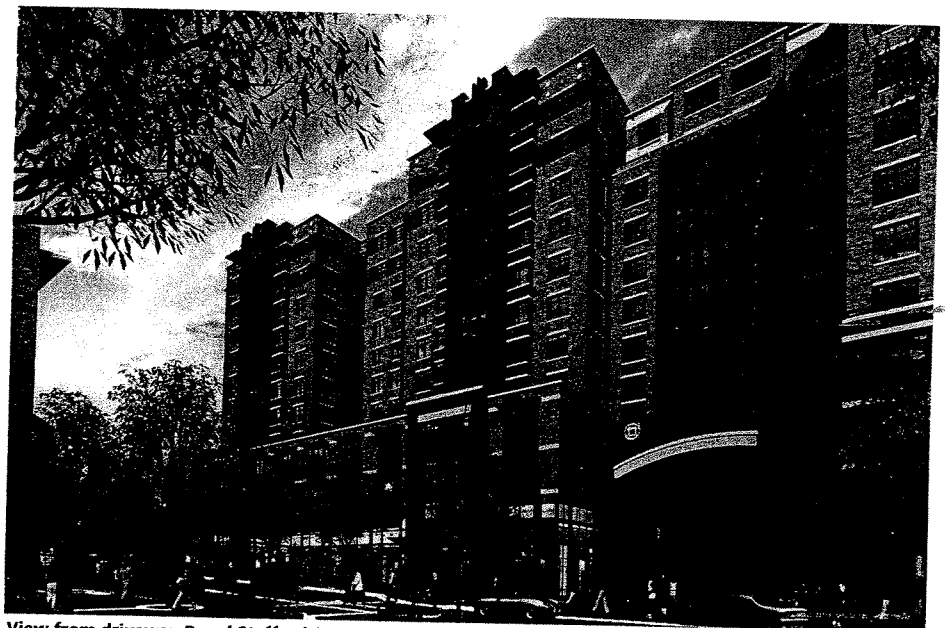
Mr. Thomas Baum, President  
Bozzuto Development Company  
(301) 220-0100

The Delancey is located at the heart of Shirlington - Arlington's art and entertainment district. Our design offers the convenience of urban living with easy access to restaurants, theatres, and shopping - all in walking distance. The new development will expand and enhance the existing Shirlington Village into a unique urban community.

The intent of our proposed design is to keep and strengthen the "theme" of the village by adding the culture, entertainment and retail components necessary to transform the site from a suburban

strip into a mixed-use "urban village".

A 12-story high-rise, 4 story low-rise, and 3-story low-rise will each have an articulated appearance and vernacular languages and colors of the surrounding neighborhood will be kept. Diverse unit types will include flats and lofts for the new residents. This new village creates, not only interesting new streets, but an vibrant urban place to live, work and play.



View from driveway B and Stafford Street



TORTI GALLAS AND PARTNERS

[www.tortigallas.com](http://www.tortigallas.com)



## The Alexander House • Silver Spring, Maryland

*Finest for Family Living Award; Citation Award; Potomac Valley, Maryland Chapter of the American Institute of Architects*

*"Strong gestures invite people inside. Excellent detail for a project of this type that successfully identifies individual units that residents can point to as home."*



Lobby

**Services provided:**

- programming
- site plan approval
- code analysis
- public hearing
- leasing plans
- architectural design
- construction phase services

**Square Footage:**

325,000 SF residential, 90,000 SF garage, 1,000 SF retail

**Project Description:**

Mixed-Income Residential Project

**Types of Financing:**

Public

**Date of Completion:**

1992

**Team Members and Key Personnel:**

Torti Gallas and Partners  
John Torti, Daniel Ashtary

**Lead Firm and Project Manager:**

Housing Opportunities Commission of  
Montgomery County, Maryland  
Mr. Bernard Tetrault

**Reference:**

Mr. Bernard Tetrault, Real Estate Advisor  
(formerly with Housing Opportunities  
Commission)  
District of Columbia Housing Authority  
202-535-1445

The design of Alexander House addresses the complex residential program of the building and creates a sense of place and compatibility with its urban neighbors.

In order to reduce the mass of the building, the facades are organized in the classical three part division of base, body and top. The rotunda at the corner acts as a portal and reinforces one's sense of passage through the building to the public gardens.

The highly articulated base of the building also reinforces the importance of the street as an essential urban form by relating to human scale

through the use of typical residential elements such as bay windows, special brick detailing, street level private gardens, and low garden walls with ornamental gates. Located one block from the Silver Spring Transit Center, Alexander House offers its residents convenient access to Washington, DC and the Metropolitan Area via either bus or rail.

This mixed-income development offers 70% of its units at market-rate rents and 30% affordable for Section 8 residents.



Front Elevation



TORTI GALLAS AND PARTNERS

301-588.4800 [www.tortigallas.com](http://www.tortigallas.com)

# The Montgomery

Project Category: Residential

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
Bozzuto	Tom Baum	P	P			P	P

## THE MONTGOMERY AT WHEATON METRO

Wheaton, MD

### Address:

11101 Georgia Avenue Wheaton, MD 20902

### Project Type:

Transit Oriented Multi-Family residences within a Central Business District

**Project Description:** Located in Downtown Wheaton, these luxury residences are a key component of the city's exciting revitalization. The Georgia avenue site offers prime visibility and is situated two miles from the Beltway, less than 500 feet from the Wheaton Metro station and within easy walking distance of a regional shopping mall and dozens of area restaurants. The project includes: 243 residences, including 16 loft residences, 5 'live-work' residences, and 12 town home style residences, as well as a 400-space parking garage. Amenities include a Business Center, Fitness Center and Landscaped Courtyard with Pool.



### Financing:

Conventional Financing 20% Equity/80% Debt, Construction Lender Bank of America, Freddie Mac Permanent Financing

Completion Date: Early Fall 2005

### Team Members and Key Personnel:

Bozzuto Development Company - Tom Baum, Artie Harris

### Lead Firm and Project Manager:

Bozzuto Development Company - Tom Baum

Value: Approximately \$33 million

Land Area: 3 acres

### Reference:

Mindy Fang, Senior

Vice President

Bank of America

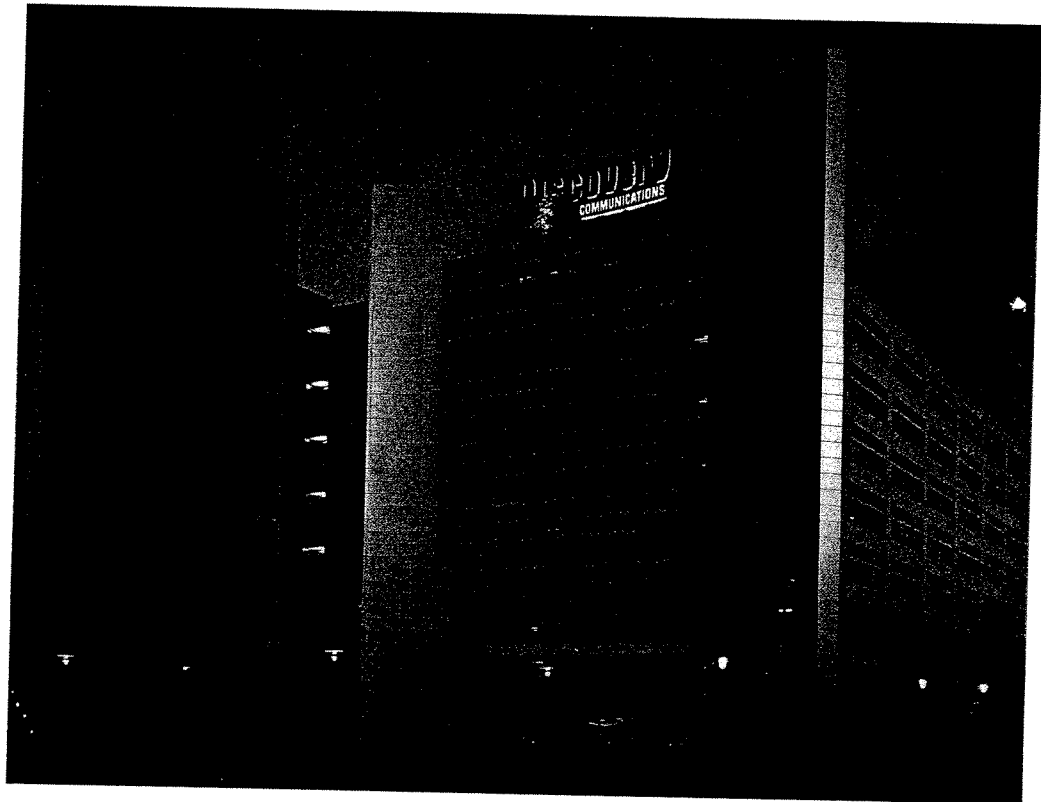
(410) 605-8272

Project Category: Build-to-Suit

# Discipline

## Discovery Communications World Headquarters

Silver Spring, MD



**Construction Cost**  
\$60,000,000

**Size**  
580,000 gsf - office  
85,000 sf - open space  
300,000 - garage

**Completion Date**  
2002

**Financing**  
Private

**Team Members and Key Personnel**  
The Smith Group

David King  
Design Principal  
Steve Cohen  
Project Manager

**Lead Firm and Project Manager**  
Cushman & Wakefield  
Mr. Michael Solomon

**References**  
Mr. Dom Fioravanti  
Senior Vice President (ret)  
904-379-9882

Mr. Michael Solomon  
Cushman & Wakefield  
Project Manager  
202-739-0392

Discovery Communications is a privately held, diversified media company providing international television programming, online services, and retail stores. The organization's 580,000 gsf headquarters consolidates administrative operations and is designed to showcase Discovery's cutting-edge work culture and a product philosophy committed to exploration, learning, and community involvement. Occupying a previously empty 3.4-acre site at Silver Spring's major crossroads, the project is a significant element in the redevelopment of one of Washington, DC's oldest near-suburban neighborhoods. Discovery's policy of subcontracting its creative and production work is expected to stimulate additional real estate activity. Some 2,000 employees will use the building, which provides below-grade parking for 800 cars and easy access to the nearby Metrorail and Metrobus transit center.

Design for the headquarters emphasizes the structure as the major gateway and landmark for downtown Silver Spring as well as a center for community life. Configured as an "L," major façades front the two main public thoroughfares and form a ceremonial entry. The multi-faceted structure employs a variety of materials including stone and glass. A public green space and a plaza linking to the transit center knit the headquarters to the civic life of the neighborhood.

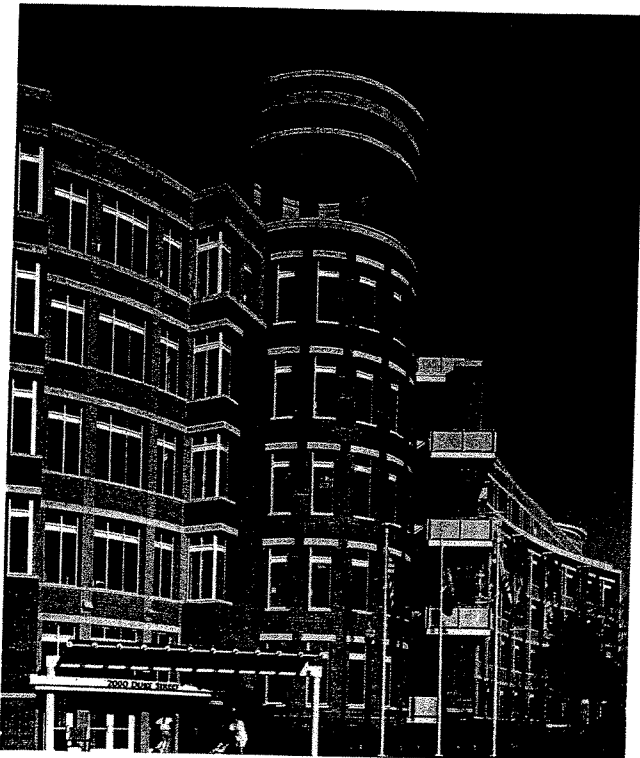
**SMITHGROUP**





## Time Life Headquarters

Alexandria, VA



**Construction Cost**  
\$28,000,000

**Size**  
240,000 gsf - office

**Completion Date**  
1997

**Financing**  
Private

**Team Members and  
Key Personnel**

The Smith Group  
David King  
Principal-in-Charge

Duy Tam Nguyen  
Project Manager

**Lead Firm and Project  
Manager**

JM Zell Partners, Ltd.  
Mr. Scott Kaufman

**Reference**

Mr. Scott Kaufman  
JM Zell Partners, Ltd.  
Developer  
202-682-8733

SmithGroup worked with Time Life to develop a new 156,000 sf headquarters facility to support the development and marketing of Time Life's Books, Education, Music, Digital and Video products. The facility is located in the Carlyle development in Old Town Alexandria convenient to the King Street Metro station.

Program areas include telecommunications space, cafeteria, health & fitness club, library and specialized photo labs and test kitchens. The building is designed with large 30x40 foot bays and high floor-to-floor height to provide maximum flexibility and to allow light to penetrate the generous 30,000 sf floor plate.

Metaphorically, Time Life makes visual reference to the core products of the book, music and video divisions and expresses the openness and interactivity encouraged by the organization's team-based work philosophy. The curving main facade, which pulls away from the structure by "feathering" at its edge, imitates the curling of sheet music; the circular drum at the end of the building represents stacks of CD's; the stair tower suggests the oculus of a video camera. A dramatic 5-story circular stair, connecting all floors and providing a vertical social space, supports a sense of openness and communication across departmental boundaries.

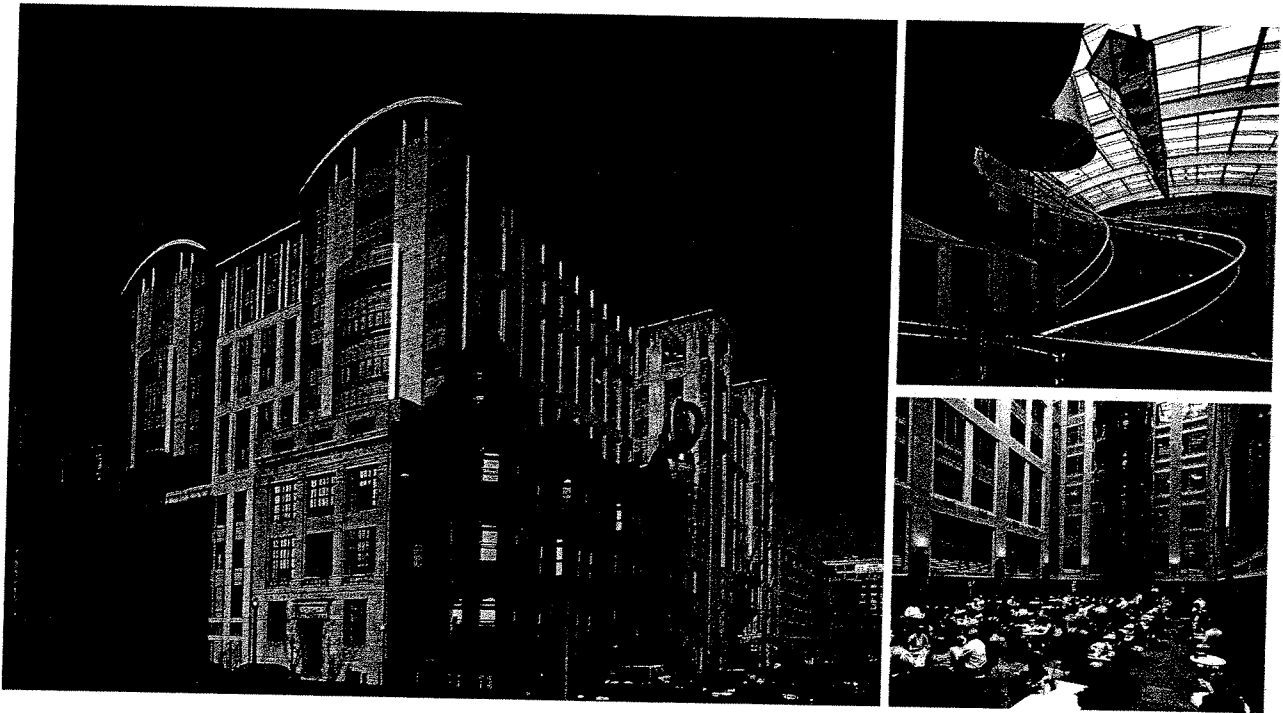
**SMITHGROUP**

Project Category: Build-to-Suit

Discipline

## The National Academy of Sciences Building

Washington, DC



**Construction Cost**  
\$72,000,000

**Size**  
356,000 gsf - office

**Completion Date**  
2002

**Financing**  
Private

**Team Members and  
Key Personnel**  
The Smith Group

David King  
Design Principal  
David Varner  
Project Manager

**Lead Firm and Project  
Manager**  
National Research  
Council/National Acad-  
emy of Sciences  
Mr. Joseph Papa

**Reference**  
Mr. Joseph Papa  
Director  
202-334-3100

The National Research Council/National Academy of Sciences retained SmithGroup to provide architecture, engineering and interior design services. The team faced a number of design challenges including: creating a headquarters identity that incorporates the National Research Council, National Academy of Sciences, the National Academy of Engineering and the Institute of Medicine into one facility; blending into an eclectic neighborhood that includes the MCI Center and the National Building Museum (Pension Building); incorporating and restoring existing townhouse structures as part of the development; creating a building design to emphasize the National Academies' culture of collaboration; an obtaining approvals from the Commission of Fine Arts and the Historic Preservation Review Board.

The project involves new construction incorporated between two existing historic structures for a total of 356,665-gross-square feet of office space. The resulting design complements existing development in the surrounding neighborhood, which includes the MCI Center, the National Building Museum, and the AARP headquarters, among others. It emphasizes the site's restored building facades and visually communicates the NRC's signature.

In its interior, the building design reflects the NRC's collaborative culture. Its 9-story atrium visually unifies offices and signifies connectivity, while monumental interconnecting stairs link floors to promote interaction and reduce reliance on elevators.

This renovation/addition includes administrative offices supporting advanced technology computers, audio-visual and telecommunications systems. SmithGroup also provided interior design for a 15,000-sf multi-media conference center, computer stations, a library, and a lunchroom on the third floor that is centered beneath the atrium. The design also includes a lecture hall that can also serve as the location of future televised speaking events.

**SMITHGROUP**



# PEPCO

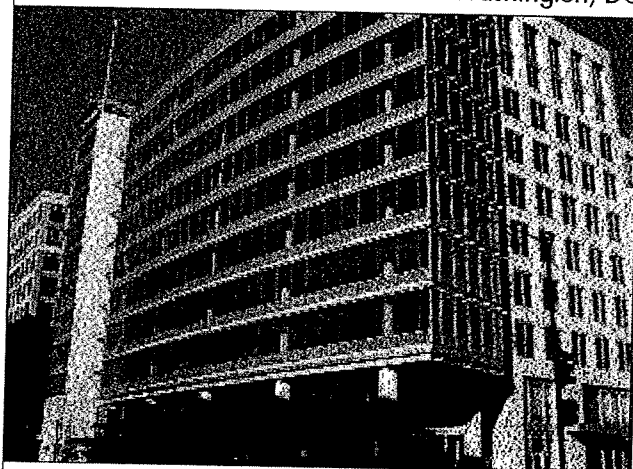
Headquarters  
Washington, DC

PEPCO, the local electric utility for the Washington metropolitan area, had to relocate its headquarters facility due to an impending lease expiration. The relocation, involving approximately 1,400 employees, came at a time when PEPCO was in the midst of merger negotiations with another utility and facing deregulation in its industry. Spaulding & Slye was selected as PEPCO's strategic real estate advisor and development manager to assist them in quickly evaluating alternatives for a new headquarters in Washington, DC. Both leasing and ownership alternatives were evaluated as well as existing buildings and potential development sites.

Working closely with PEPCO management and user groups, Spaulding & Slye first developed a defined set of goals and objectives. After evaluating 50 sites and preparing a detailed site planning, zoning, and financial analysis of nine shortlisted sites, PEPCO selected a location at Ninth and G Streets NW. Spaulding & Slye coordinated the due diligence process prior to PEPCO closing on the site.

Spaulding & Slye served as PEPCO's development manager for the design, permitting, and final pricing of the base building, and the design, permitting, and construction of the 350,000 square-foot interiors build-out. Spaulding & Slye's scope of work included the following key functions:

- Worked with PEPCO management and user groups to define the goals and objectives of the new space;
- Reviewed more than 50 potential sites;
- Performed a detailed analysis of nine shortlisted sites, including financial analysis, implementation planning and review of all zoning and site factors;
- Negotiated the purchase of the selected land site and managed the due diligence and acquisition process; and
- Managed the: permitting and zoning variance process; architect, engineer, general contractor and specialty consultants; programming, design and construction process; scheduling, accounting, budgeting and cost control functions; public relations, minority business development and community outreach programs.



## CLIENT

PEPCO is the local electric utility for the Washington Metropolitan area.

## SERVICES PROVIDED

Strategic Real Estate Plan, Site Acquisition, and Development Management of Consolidated Corporate Headquarters

## SIZE OF PROJECT

402,000 square feet

## PROJECT COMPLETION:

2002

## TEAM MEMBERS

Spaulding & Slye, Kem Courtenay & Dave Powell

## LEAD FIRM AND PROJECT MANAGER

Spaulding & Slye, Kem Courtenay

## REFERENCE CONTACT

Eileen Circo

Lowe Enterprises Real Estate Group

1101 Connecticut Ave, NW Washington, D.C. 20036

202.496.2907

As part of PEPCO's very active minority business development program, Spaulding & Slye performed extensive research in identifying qualified minority consultants to participate in the planning, design, and construction of the new headquarters. PEPCO's original minority participation goals were 25%. The architectural and engineering consulting team included over 60% minority or women-owned business participation in large part by Spaulding & Slye's insistence on exceeding PEPCO's expectations. The construction phase included over 30% minority participation.



# THE MITRE CORPORATION

Headquarters  
McLean, Virginia

Since 1990, Spaulding & Slye has served as MITRE's strategic real estate advisor and development manager on numerous projects in New England, New Jersey, and Northern Virginia.

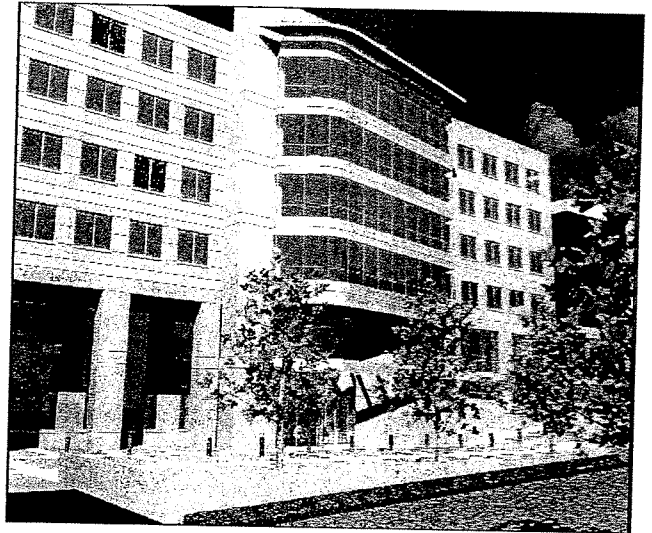
MITRE retained Spaulding & Slye to develop a strategic real estate plan for accommodating its future facility needs in the Washington DC Metropolitan area. Spaulding & Slye identified and evaluated alternative occupancy strategies for MITRE's 600,000 square-foot requirement. Ultimately, MITRE elected to purchase a 16-acre site in Northern Virginia with an existing 325,000 square-foot building and development rights to construct an additional 310,000 square-foot building. Spaulding & Slye is now managing the development of the campus.

Since the initial acquisition, MITRE's growth has escalated. To accommodate this growth, Spaulding & Slye represented MITRE in the purchase of an adjacent land parcel on which a 200,000 square-foot building was developed. The building was delivered in 2003 bringing the entire campus to 835,000 square feet with a value of over \$230 million.

Specific services Spaulding & Slye completed for MITRE include:

- Evaluating existing facilities for current and future needs;
- Analyzing the economic, demographic and operational impact of consolidating operations;
- Determining the impact of owning versus leasing real estate;
- Evaluating facility costs consistent with MITRE's sponsoring agreements with the federal government;
- Evaluating more than 150 sites;
- Preparing cost estimates for eight sites; and
- Providing a development and construction management agreement for a 310,000 square-foot build-to-suit facility and for the renovation of a 325,000 square-foot existing building.

Spaulding & Slye has continued its relationship with MITRE as it consults on a 600,000 square-foot campus in Bedford, Massachusetts.



## CLIENT

The MITRE Corporation is a federally funded research and development corporation (FFRDC) founded in 1958. Over the last 40 years, MITRE has helped to engineer new and increasingly powerful computerized information systems in partnership with its sponsors in the U.S. Department of Defense, the Federal Aviation Administration, and the U.S. Internal Revenue Service.

## SERVICES PROVIDED

Strategic planning, property disposition and site selection, build-to-suit development, occupancy cost management, facility utilization studies, development and construction management

## SIZE OF PROJECT

835,000 square feet

## PROJECT COMPLETION

MITRE I: 2002; MITRE II: 2001; MITRE III: 2003

## TEAM MEMBERS

Spaulding & Slye, Kem Courtenay, Dave Powell, & Abby Goodman

## LEAD FIRM AND PROJECT MANAGER

Spaulding & Slye, Kem Courtenay

## REFERENCE CONTACT

The MITRE Corporation  
Mr. Lewis Fincke, CFO  
7515 Colshire Dr.  
McLean, VA 22102  
703.883.6466

Mission Ridge  
Project Category: Environmental Sensitivity (LEED)

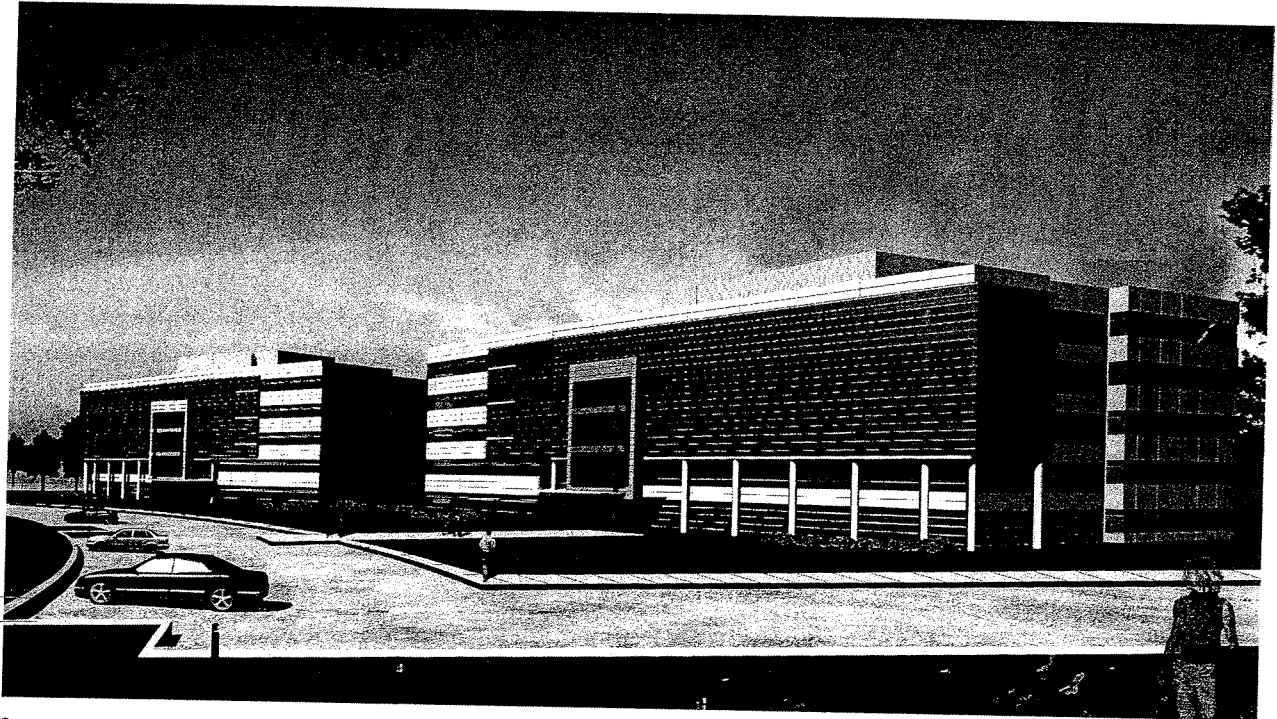
Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
SmithGroup	Monty Wing	P		P	S	S	
Spaulding & Slye	Jim Laroe	P	P				
Sustainable Design Consulting	Sandra Earley			S*			

\* Sustainable Design Consultant



## Mission Ridge

Chantilly, VA



**Construction Cost**  
\$30,000,000

**Size**  
310,000 sf - office

**Completion Date**  
2007

**Financing**  
Private

**Team Members and Key Personnel**  
The Smith Group  
Monty Wing  
Project Manager

Spaulding & Slye  
Jim Laroe

Sustainable Design  
Sandra L. Earley

**Lead Firm and Project Manager**  
Arden Management  
Mr. Jeff Snow

**Reference**  
Mr. Jeff Snow  
Arden Management  
Project Managers  
202-312-6742

Speculative office development of two secure buildings in a suburban office park. Goal is to provide flexible solutions to potential tenant security needs by adjusting configuration of parking areas while retaining constant core & shell hardening. Project aiming for Certified LEED rating, too, through LEED™ Core and Shell Pilot Program. Complexities include sloping site, limited access points, underground pipeline, overhead high-voltage power lines and approximately half of the site within a floodplain.

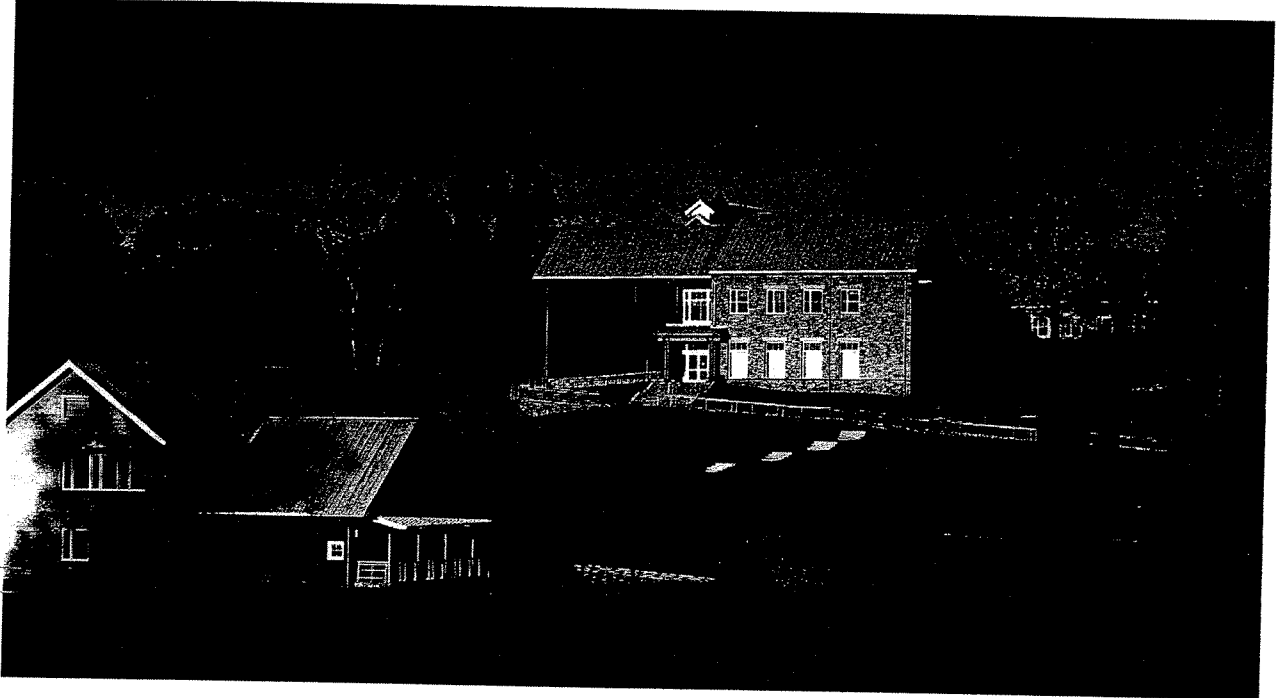
**SMITHGROUP**

# US Fish and Wildlife Service National Conservation Training Center

Project Category: Environmental Sensitivity

Firm Name	Project Manager	Discipline					
		Programming P	Financing	Arch Design/ Engineering I P	Landscape Design S	Construction S	Property Mgmt
SmithGroup	David King						
			1				

**U.S. Fish and Wildlife Service**  
**National Conservation Training Center**  
Shepherdstown, WV



**Construction Cost**  
\$89,000,000

**Size**  
365,000 gsf - office  
500 acres - open space

**Completion Date**  
1997

**Financing**  
Public - Federal

**Team Members and Key Personnel**

The Smith Group  
David King  
Principal-in-Charge

Duy Tam Nguyen  
Project Manager

**Lead Firm and Project Manager**

National Conservation  
Training Center  
Mr. Rick Lemon

**Reference**

Mr. Rick Lemon, Director  
National Conservation  
Training Center  
304-876-7263

The National Conservation Training Center is an environmentally sensitive, campus devoted to wildlife and habitat conservation. The U.S. Department of Energy Showcase Project consists of an eighteen building campus located on 500 acres along the Potomac River in West Virginia. Modestly scaled structures, shaped and finished for compatibility with strong regional precedents and an existing historic farm, are clustered to protect key habitats, archaeological resources, woodlands, and viewsheds.

The 365,000 sf complex serves the Service's biodiversity, habitat management, and environmental education needs with:

- Class and conference facilities
- Interpretive exhibits and public education Areas
- Child care facilities
- Commons lodge with dining, lounge, cafe and library
- Model energy efficiency
- Renewable materials technologies
- Hotel and lodging services
- Exercise and physical training equipment
- Film and publishing studios
- On-site laundry and hospitality support
- Water conservation

Site development includes the re-establishment of meadows, hedgerows and in some cases re-forestation to expand habitats. The stormwater systems were designed to create new wetlands to increase diversity and meet the requirements of the Chesapeake Bay Act. An interpretive trail system reinforces the connection of the campus to its site and the preceding cultural history.

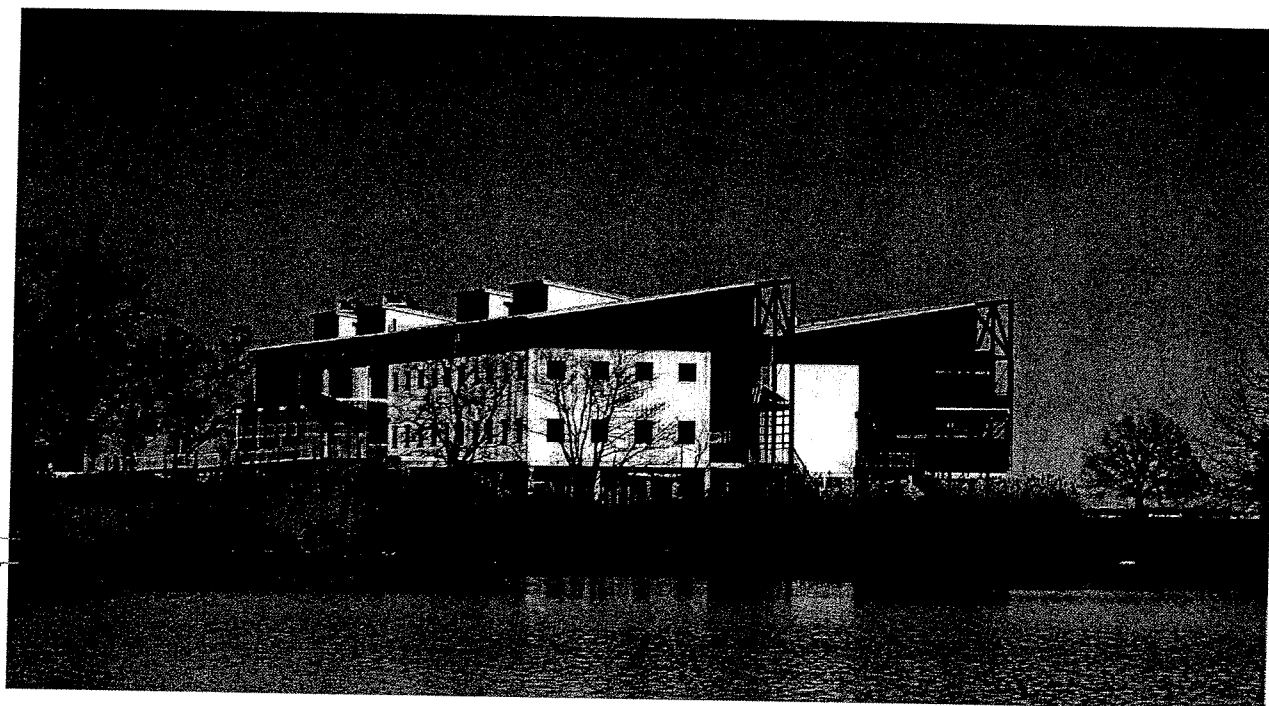
**SMITHGROUP**

Project Category: Environmental Sensitivity (LEED)

# Discipline

## Chesapeake Bay Foundation Philip Merrill Environmental Center

Annapolis, MD



**Construction Cost**  
\$7,200,000

**Size**  
32,000 gsf - office  
33 acres - open space

**Completion Date**  
2000

**Financing**  
Private

**Team Members and  
Key Personnel**  
The Smith Group  
Greg Mella  
Project Manager

**Lead Firm and Project  
Manager**  
Chesapeake Bay  
Foundation  
Mr. Charles Foster

**Reference**  
Mr. Charles Foster  
Chief of Staff and Human  
Resources  
410-268-8816

Hailed by environmental advocates as the "greenest" office building yet devised, this headquarters for the Chesapeake Bay Foundation (CBF) opened for business in November 2000. SmithGroup provided architectural design, mechanical, electrical and plumbing engineering, interior design and master planning for the new, two-story office building.

Achieving a Platinum rating from the US Green Building Council, the building features a passive solar design that allows for natural ventilation, day lighting, and solar shading in the summer and heating the winter. To help facilitate the passive solar design, open office planning was selected over closed offices to allow daylight and artificial lighting to be more uniform and efficient.

For the 90 people comprising the headquarters staff, it is a beautiful and healthy place to come to work. Office floor plans encourage teaming and interaction, but provide separation for individual and group work. Views to the Bay from every seat in the office are made possible by the open plan and orientation. It is a healthful work space due to daylight, natural ventilation, and use of low VOC furnishings, finishes and materials throughout.

In addition, the workplace design supports emergent corporate trends for a healthy work/life balance by promoting reduced commuting, staff interactivity, environmental health and a daily connection with the natural environment.

Active solar produces electricity by using photovoltaic panels and hot water through a closed loop thermal system. Rainwater is captured and reused and toilets are non-flushing composting units that reduce the amount of water that the office uses. Recycled and reused materials are incorporated throughout the building.

**SMITHGROUP**

# Arthur Capper Community Center

Project Category (Sustainable/LEED)

Firm Name	Project Manager	Discipline					
		Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt Other
Sustainable Design Consulting	Kara Strong			S*			
Torti Gallas and Partners	Jeff Beam			P			
Holland & Knight	Steve Sher						S**

\*Sustainable Design Consultant

\*\* Legal Counsel

**Services provided:**

- programming
- design charrette
- community meetings
- architectural design
- construction phase service

**Sustainable design elements:**

- 4" green roof system
- efficient lighting fixtures and controls
- tight thermal envelope
- water efficient fixtures

**Square footage:**  
21,000 SF

**Project Description:**

New Community Center in a mixed-income HOPE VI project

**Types of Financing:**

Will be primarily funded through the sales proceeds of the HOPE VI ownership units. Pursuing a DC-DOH grant for Low Impact Development.

**Date of Completion:**  
Spring 2009

**Team Members and Key Personnel:**

Torti Gallas and Partners  
Cheryl O'Neill, Jeff Beam

**Sustainable Design Consultants**

Sandra Leibowitz Earley  
Kara Strong

**Holland & Knight**

Steve Sher

**Lead Firm and Project Manager:**

D.C. Housing Authority  
Mr. Paul Rowe

**Reference:**

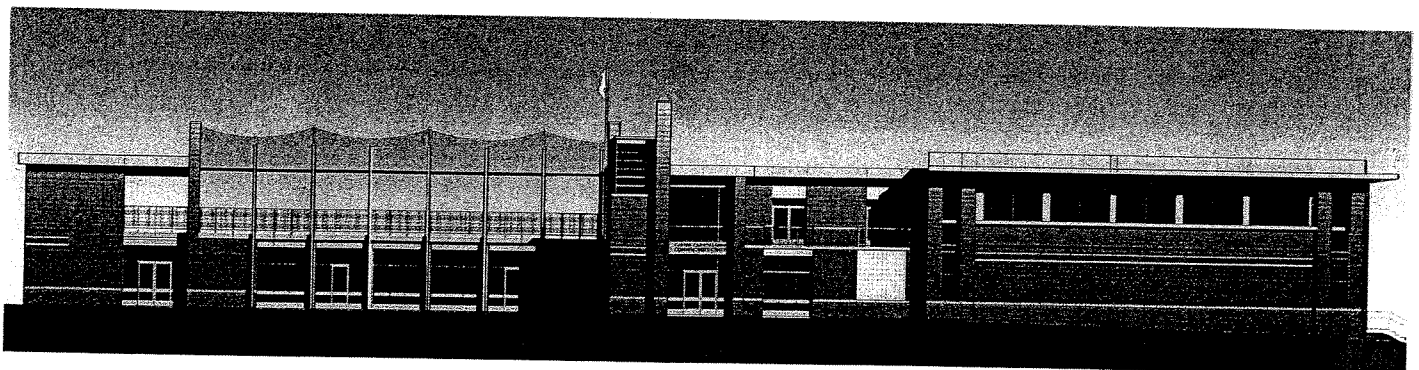
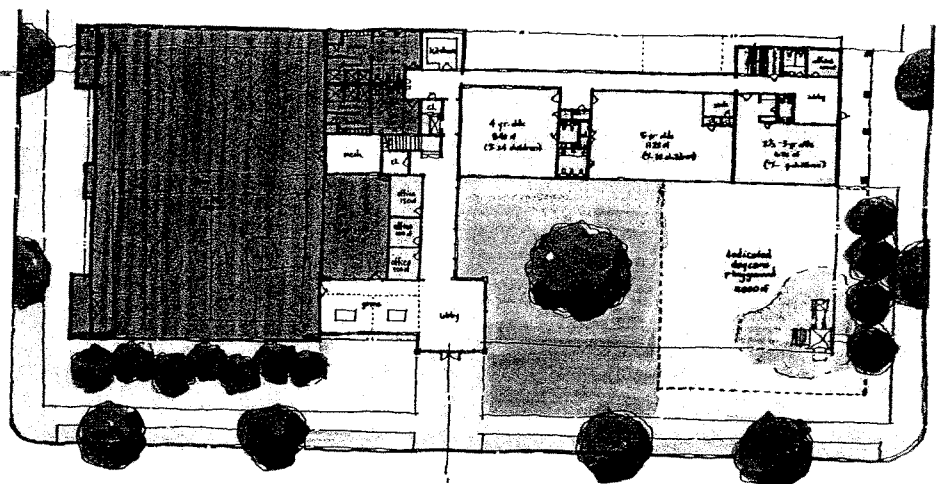
Mr. Paul Rowe, Project Manager  
D.C. Housing Authority  
202-535-2568

The Capper/Carrollsborg Community Center will serve as a neighborhood center for a dense, mixed income HOPE VI community in the rapidly developing Southeast Waterfront of Washington, DC. The project consists of a Recreation Center with a gymnasium, exercise room, and locker facilities; a computer lab, multipurpose meeting and classrooms, community office space, and a high capacity kitchen; a daycare center serving 66 neighborhood children; and two playgrounds - one on the building's roof.

The Center incorporates sustainable design at a higher level than any previous DC Housing

Authority project, and is registered with the USGBC to be LEED Certified upon construction. Sustainable highlights include a 4" extensive green roof system, efficient lighting fixtures and controls, and a tight thermal envelope, contributing to an anticipated 20% reduction in energy costs. Water-efficient fixtures will reduce potable water use by 40%. The design reduces site imperviousness nearly by half, and DCHA is pursuing a DC Department of Health grant for Low Impact Development.

Torti Gallas is providing full design and construction administration services.



## Eastern Village Co-Housing

Project Category (Sustainable/LEED)

Discipline							
Firm Name	Project Manager	Programming	Financing	Arch Design/ Engineering	Landscape Design	Construction	Property Mgmt
	Sandra Leibowitz						
Sustainable Design Consulting	Earley/ Kara Strong			S*			

\*Sustainable Design Consultant





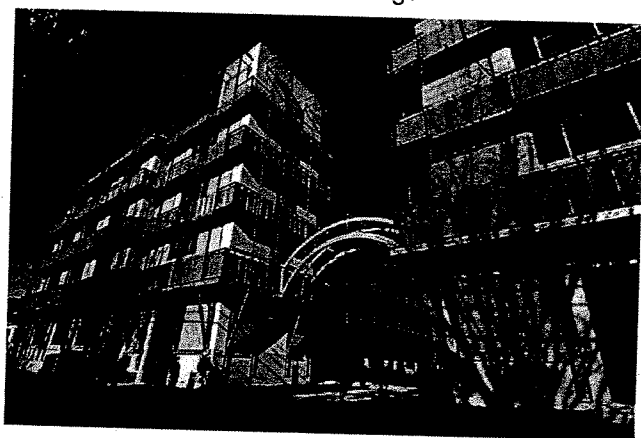
# Sustainable Design Consulting

1606 West Grace Street Richmond, VA 23220

P: 804-254-3880 F: 866-589-7790 [www.sustaindesign.net](http://www.sustaindesign.net)

## Eastern Village Cohousing, Silver Spring, Maryland

- Project Description: Multi-Family Residential, adaptive reuse of 1963 office building for 56 new residential condominium units
- Square Footage: 92,600 sf in 4-stories
- Type of Financing: Conventional Bank Financing, Developer Equity, \$100,000 Grant from Montgomery County, Maryland for façade improvements and earned the Maryland Commercial Tax Credit for Green Buildings.
- Date of Completion: November 2004
- Team Members and Key Personnel: Sustainable Design Consulting – Sandra Leibowitz Earley and Kara Strong
- Lead Firm and Project Manager: EDG Architects, Donald Tucker
- Reference: Donald Tucker, EDG Architects, 301-654-6670
- SDC Responsibilities: Led Community Common Space Programming Charrette, LEED Silver-level project management including coordinating green design efforts, developing Division 1 green specifications, review of A/E specifications, LEED technical consulting, extensive construction administration support, LEED documentation coordination and certification application for the first LEED-rated cohousing project. Created user education plan for the residents and visitors and prepared NAHB Award Application.
- Rating: U.S. Green Building Council LEED-NC, v2–Level: Silver, September 2005
- Awards: 2005 NAHB Green Project of the Year Award for Multi-family – Luxury, 2005 Environmental Design & Construction Magazine Excellence in Design Award for Multi-Use Residential and Maryland Tax Credit for Green Buildings



Eastern Village Cohousing (EVC) represents a new direction in mixed-income residential development consisting of 56 residential condominium units. The building is an adaptive reuse of an abandoned office building originally constructed in the 1960s. SDC led the charrette in March, 2003, where future residents helped program the common areas of the project and then prepared a detailed programming document for the developer/architect. "Cohousing" refers to a residential arrangement combining private homeownership with shared community facilities, activities, and decision-making. EVC incorporates many green features including ground-source heating and cooling, low-emitting finishes, and a vegetative roof. Residents have agreed to install only Energy Star-rated appliances. The structure's courtyard had been a parking lot but is now a green space with benches, sculpture, a patio, native landscaping, and a children's play area. The project included no added parking and is located close to a variety of mass transit stops. The design strategies enable the project to achieve 44% energy savings vs. ASHRAE 90.1-1999.

# SILVERPLACE

## III. FINANCING DISCUSSIONS

## FINANCING DISCUSSIONS

The SilverPlace, LLC Team has extensive experience in providing a diverse range of financial solutions on behalf of our private, institutional and investor clients and for our own accord. Both the Bozzuto Group and Spaulding & Slye have divisions within our respective companies that are solely dedicated to creating and implementing successful financial structures and are well respected in the financial communities we serve. Our plan is to bring innovative solutions to this complex transaction in a way that will leverage the value of the land into each of the development components for the maximum benefit of the M-NCPPC.

### A. AFFORDABLE MIXED-INCOME HOUSING

The Bozzuto Group is a leader that is well positioned to address a growing need for creative development of affordable, mixed-income housing. In this endeavor, a division within the Bozzuto Group is dedicated to the challenge of affordable, mixed-income housing development that is indistinguishable from market-rate residences in communities into which it is integrated. Bozzuto recently financed and developed the successful Montgomery at Wheaton Metro, which included a component of workforce housing residences, a particularly valuable asset in Montgomery County. As another example, located in Prince George's County, Bozzuto now manages St. Paul I and II, a successful two-phase project that it developed as affordable Senior's Housing. Most recently Bozzuto is working with HOC of Montgomery County to bring an additional 52 affordable residences (30% of the project) to the Wheaton central business district. The project makes use of 9% LIHTC (low income housing tax credits) and a Grant from the Housing Trust Fund. Our architects for both the St. Paul and the new Wheaton projects is Torti Gallas and Partners.

In the development of competitive affordable, mixed-income housing communities it is essential to include recreational and functional amenities. Furthermore, construction costs, such as labor, mechanical systems, and lumber, are typically the same for both market-rate and affordable projects. As such, underwriting and financing of affordable housing is typically a more complex process that involves mixing various conventional and creative funding sources to subsidize the inherent gap in financing. Various local, state and federal government assistance programs are available for this purpose. These opportunities include Low Income Housing Tax Credits (LIHTC), rental assistance initiatives via HUD such as Section 8, and federal programs that provide below-market-rate mortgages such as Section 221 and Section 236. Furthermore, programs such as Section 202 accommodate housing for specific groups – in this case, residents over 62 years of age. Lastly, where necessary, a relative discount on the land dedicated to affordable housing can successfully subsidize the additional equity required to cover the financing gap. While not all methods are applicable to each unique situation, one or more methods are typically available and appropriate for use in achieving the development's socioeconomic and financial goals.

Low Income Tax Credits are one the most widely used federal subsidy programs offered to accommodate the development of various forms of for-rent housing dedicated to lower-income residents. The LIHTC is a credit against the federal income tax liability on investments, specifically designed for use in the acquisition, construction or rehabilitation of low-income rental housing. Similar programs, as well as loans and grants, are also typically available at state and county levels.

In our experience, tax credit financing has typically involved either four percent or nine percent tax credits and associated tax exempt, or non-tax exempt long-term financing. As such, the credits are sold to investors and the proceeds are used as equity to assist in the project's financing. When using four percent tax credits, an additional benefit is realized as tax exempt debt can be issued, which carries a lower interest rate than taxable debt. When implementing loans or grants from a state or county agency, the funds are paid-back over a period of time at a low interest rate. When used in the financing of affordable for-sale developments, the funds can be used as a dormant second mortgage that would require repayment only if and when the unit is sold to an individual outside of the established income limits.

As indicated above, various instruments and initiatives are available at federal, state and county levels, designed to ensure the viable development of successful affordable housing. At the Bozzuto Group, we have assembled the experience and resources to locate these sources and creatively provide affordable housing that equally benefits residents of all income levels.

## B. HEADQUARTERS FACILITY

Spaulding and Slye is unique as an "at risk" developer in that one of its Real Estate Service Groups is the Structured Finance Group, which provides financing solutions to our corporate and investor clients. For 2005, Spaulding & Slye's Structured Finance Group is projecting total financings of approximately \$650 Million.

The Structured Finance Team for the financing of the SilverPlace headquarters facility will be by Wesley Boatwright (see attached resume) and composed of a team of five individuals as follows:

Wesley C. Boatwright – Senior Vice President	All aspects of financing
Stephanie Lynch – Assistant Vice President	All aspects of financing
Jim Gladden – Associate	Financial Modeling
Shelby Pool – Analyst	Financial Modeling
John Sikaitis – Research Manager	Research

There is one guiding principle for Spaulding and Slye's financing approach to SilverPlace, a team-oriented approach using "Open Book" communication with the M-NCPPC. All aspects of the financing will be discussed with the Commission so that they are fully involved throughout the financing process. The Commission will have access to all correspondence associated with the financing of the project including detailed financial models produced by Spaulding and Slye, term sheets provided by Underwriters and Lenders, and copies of loan documentation.

Spaulding and Slye will explore with the Commission the quantitative and qualitative issues and opportunities associated with the development of SilverPlace. Working closely with the Commission, Montgomery County representatives, and our development and construction teams, Spaulding and Slye will outline the financing parameters of this project and test it in the capital markets to provide the best overall financing terms. The overriding goal is to provide a completely independent perspective in the evaluation of the many capital solutions that will lead to an optimized capitalization strategy.

There are several financing options available to the Commission and as stated in the RFQ for SilverPlace, the Commission has identified tax-exempt Certificates of Participation (COPS) as the most advantageous form of financing. The structure of the transaction leading to the COPS, however can come in a variety of forms. Spaulding and Slye's Structured Finance Group has experience with a wide variety of financing options including COPS and as part of the development assignment will perform a detailed cost benefit analysis, including a few variants of the basic COPS structure.

The basic COPS Structure involves a building being developed and owned by a developer or special purpose entity, and leased to in this case the M-NCPPC. An underwriter issues securities called Certificates of Participation that are used to finance the development. The lease costs must be appropriated each year in the Commission's operating budget and are negotiated in order to provide the holders of the COPS a return "of" and a return "on" their investment. Because the interest is an obligation of a local government, the interest payments to the holders of the COPS are exempt from federal income tax and in some cases state taxes. The advantage of this type of that financing is the tax-free nature of the underlying securities results in lower than market interest rates and government backing of the lease payments allows higher than normal leverage. Additionally, for the benefit of the Commission the costs of the building are spread out over the lease term as opposed to being a one-time upfront budget cost. The lease term is also pre-negotiated to achieve that perfect term that maximizes proceeds from the COPS, but does not result in

## SILVERPLACE

classification of the lease as a capital lease, thereby requiring consolidation of the lease obligation to the government's balance sheet. At the end of the lease term, including applicable extensions, the COPS are essentially paid off, and the Commission purchases the building for \$1.00.

This structure is very similar to the structure that Spaulding and Slye used to finance the development of the new building for John Hopkins University (JHU) in the Shady Grove Life Sciences Center in Montgomery County. That structure was slightly different in that JHU retained ownership of the land, thereby creating what is referred to as a Lease-Leaseback. Additionally, for balance sheet and accounting purposes it was determined that JHU should not occupy more than 50% of the building and the initial lease term should not be greater than 15 years. The ground lease was for a period of 45 years and at the end of the lease term the building's title reverts to JHU, through the ground lease. The difference is that since JHU only leased 50% of the building and the remaining 50% was left for market rate tenants, only 50% of the lease payment was from a "credit" tenant, and the interest payments were not tax-exempt. As a result the project was financed conventionally, with a Commercial Bank and a permanent take-out. The ground lease structure is a way for the government to maintain control over certain aspects of the building including maintenance, management, etc.

Another variant of the COPS structure would be one where the adjacent residential project provides a revenue stream that is used to pay all or a portion of the interest and principal on the COPS, thereby reducing the annual appropriations risk. Similar to the Oyster School development in Washington, DC, the adjacent residential property (designed by Torti Gallas and Partners) would pay part or all of the lease payment, in lieu of paying property taxes for some specific period of time. This revenue would be used to specifically offset rent and is useful when tax revenues generated from one project do not necessarily tie directly to any commitment on the Commission's part to pay rent.

#### Other Options Include:

An Operating Lease is similar to a Lease/Purchase, except the M-NCPPC does not have a purchase option at the end of their lease. The lack of a purchase option essentially has the Commission paying rent for as long as they stay in occupancy. The results are an overall increase in occupancy cost, as the Commission would not be building any equity in the project. Additionally, the project is financed at taxable interest rates thereby causing the rent to be higher than a Lease/Purchase due to the higher interest rates.

Bond Financing is similar to COPS financing, except that the payments made are not lease payments but actually debt service payments and the ability to pay these payments is an obligation of the Commission and backed by the credit rating for M-NCPPC. As a result the cost of funds can be competitive if not overall better than that obtained through COPS. However, the bond financing is an obligation of the authority guaranteeing the bond payments and therefore can be counted against the authorities' lending limit. The disadvantages to the Commission are the negative impact on borrowing capacity, and the difficulty and length of time associated with issuing bonds.

Conventional Financing is similar to the Bond Financing except at higher interest rates and lower leverage levels thereby increasing the cost of occupancy to the Commission. This financing is generally provided by Life Insurance Companies, Credit Companies, Pension Funds, and Commercial Banks.

# SILVERPLACE

## V. TEAM PROJECT EXPERIENCE AND PERSONNEL QUALIFICATIONS

## TEAM (ALL FIRMS EXCLUDING DEVELOPER FIRM) PROJECT EXPERIENCE AND PERSONNEL QUALIFICATIONS

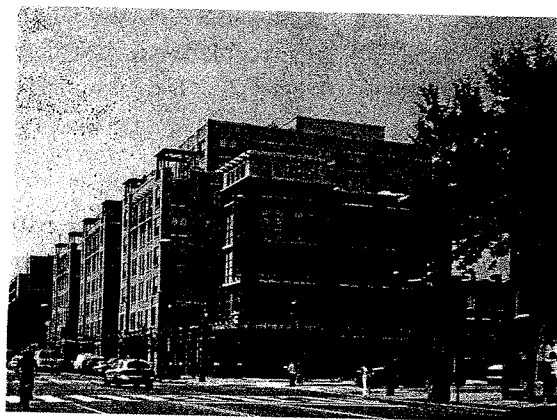
Needs an introduction of some sort...

### Torti Gallas and Partners, Inc.

Torti Gallas and Partners was established in Silver Spring, Maryland in 1953. Today, with offices in Silver Spring and Los Angeles, California, the firm is one of the largest architectural and planning firms in the country dedicated to the principles of the New Urbanism and sustainable design. Torti Gallas has extensive experience with all types of master planning and building projects in the residential, mixed-use downtown, and commercial sectors, in both national and international markets. Since our founding, these projects have yielded more than \$18 billion of construction. Further, as testimony to our commitment to sustainable design, Torti Gallas has 33 LEED Accredited Professionals. The extensive experience and practical knowledge gained over 52 years of practice allows our team to arrive at inventive solutions for communities and downtowns that provide value to our clients and to the people who will ultimately live, work, learn, shop and play in them.

### Design Philosophy

Torti Gallas' design philosophy is based on the inextricable relationship between urban design and architectural issues. As a firm, we are dedicated to the holistic design of the built environment which includes both the responsible development of greenfield sites at the edges of our metropolitan areas and the revitalization and redevelopment of our inner cities and suburbs. In all, Torti Gallas has designed over 375,000 residential units and planned over 600 residential and mixed-use communities. In the last ten years, Torti Gallas has been awarded 42 National design awards for our work in master planning and mixed-use developments. We have been the recipient of the American Institute of Architects Honor Award in Regional and Urban Design 5 of the last 8 years.



### Planning and Urban Design

Community Planning commissions include town planning throughout the United States such as Monrovia Nursery Site, Azusa, California; Gaithersburg Olde Towne Master Plan, Gaithersburg, Maryland; the King Farm in Rockville, Maryland; South Riding in Loudoun County, Virginia and a new senior living and town center development in Barrington, Illinois. Torti Gallas has also worked extensively on several new town and city projects in Istanbul, Turkey.

Torti Gallas' extensive planning practice is also committed to urban revitalization projects addressing issues related to the more recent efforts by our inner cities and suburbs to reshape and give new life to urban problem areas. This unique area of our practice includes an extensive portfolio of HUD's HOPE VI Program related to the revitalization of low income urban neighborhoods into mixed-income, mixed-use and mixed-tenure neighborhoods. These planning projects are often integrated with social and economic self-sufficiency initiatives that provide opportunity for comprehensive change for residents.

### Architectural Design

Torti Gallas' architectural design practice includes a broad range of expertise in building design. The firm is organized into specialty segments, corresponding to specific building or client types, which include residential, mixed-use, urban design and town planning, and government (public/private) studios. This organization offers the expertise and efficiencies of specialized teams focused on a limited number of project types.

## SILVERPLACE

The adaptation of architectural language to the traditions of place is an important component of all of Torti Gallas' architectural work. Recent projects include a mixed-use residential development in the Columbia Heights section of Washington, D.C.; a mixed-income neighborhood in Tacoma, Washington; a luxury apartment complex in North Bethesda, Maryland; as well as extensive residential design work combined with planning services on numerous projects throughout the country.

Commercial and government (public/private) projects are often combined with planning work; recent commercial projects include efforts to transform modern retail centers into more viable town and village center models.

Torti Gallas' involvement in the housing industry is extensive; we are a leader in innovative housing design and our residential design practice addresses both high-density and low-density housing communities at all income levels.

#### Design Awards

Torti Gallas has been the recipient of numerous awards for our innovative design work. We have won over 300 international, national, and local design awards for planning and design. This recognition by such prestigious groups as the American Institute of Architects, the Congress of the New Urbanism, the American Society of Landscape Architects, Builder Magazine, and the National Association of Home Builders establishes Torti Gallas' long standing commitment to high quality design over our 52 year history.

#### Quality Service

Torti Gallas' staff of over 160 architects, planners, urban designers and landscape architects work together as a multi-disciplinary team. We have a long history of providing comprehensive architectural and planning services on projects that have been built on time and within budget while maintaining the highest standard of quality and integrity of design.



A strong project management system is the key to the high level of personal service which Torti Gallas can provide. The Firm's approach is focused on providing efficient services to clients who are concerned with the bottom line, while also providing strong personal service from experienced professionals.

Torti Gallas is a firm committed to technology. Our computer aided drafting and design (CADD) system is operated by experienced professional Architects, not operators, to ensure that efficient decisions are made by hands-on professionals as the project evolves. Among the many advantages of using CADD are the ability to more readily produce additional design studies, better coordinate construction documents, respond more quickly to revisions, and prepare more flexible and accurate record drawings.

\*\*\*\*\*

Torti Gallas is committed to providing our clients with innovative and high quality design leadership. Our unique ability to offer integrated planning and design services through our philosophy of smart-growth and sustainable design enables us to comprehensively meet the market-oriented needs of our clients. We look forward to assisting in creatively solving this most challenging master planning and architectural challenge across the street from our office.

SILVERPLACE



**John Francis Torti, FAIA, LEED AP**  
**Principal Master Planner/Urban Designer**  
**Torti Gallas and Partners, Inc.**

As President of Torti Gallas and Partners, Mr. Torti has provided the strong conceptual leadership to bring his firm to national recognition. He and his creative partners have built a firm that understands the inextricable tie between urban design and architecture, between great cities and great buildings, and between conceptual thinking and creating value within individual buildings as well as how to enhance that value through the design of the surrounding environment.

Prior to joining Torti Gallas, Mr. Torti was affiliated with NASA at the Goddard Space Flight Center and the National Capital Planning Commission, where he worked on numerous designs to rebuild Washington after the 1968 riots. He also was a Principal in an architectural firm in the Midwest and was the director of a non-profit housing and community development corporation.

Mr. Torti's relevant project experience includes:

- **The Ellington**, Washington, D.C. - a 186-unit apartment building at 13th and U Streets in Washington, DC. The new building contains 15,000 SF of street level retail, 2 levels of below grade parking, residential amenities and a roof terrace.
- **CityVista**, Washington, D.C. - Redevelopment of the Old Wax Museum site in downtown Washington, D.C. This \$133 million redevelopment program calls for a 55,000 SF Safeway store with a Starbucks coffee shop, dry cleaner and bank; 50,000 SF of retail; 623 condominium and apartment units, 20% of which would be set-aside as affordable housing; and 800 parking spaces.
- **Twinbrook Commons**, Rockville, MD - Surrounding the Twinbrook Metro Station, this mixed-use environment is a prime example of how carefully-crafted urban fabric can connect isolated neighborhoods and create an environment that enhances the experience of using public transit. High-rise residential buildings form the edges of a central plaza and signify the arrival at an urban center. Small 4-story residential buildings form a transition zone between the transit plaza and the surrounding neighborhoods. Through the joint effort of designers, county officials, transit authorities, and private investment, this revitalized public transit station will become the model for transit-oriented centers throughout the entire region.
- **Baldwin Park Village Center**, Orlando, FL - In designing this new town on the site of the former Orlando Naval Training Center, it was important to develop a street grid system, parks, block types and unit types which would complement the existing town master plan. Torti Gallas is working on two parcels -- a 55 acre piece which will contain 1,200 housing units, and the Town Center, which will contain 300,000 SF of retail and another 1,200 housing units in a mix of for-sale, loft, rental, townhouse and manor house units.
- **Kenyon Square and Highland Park**, Washington, D.C. - Redevelopment of two parcels of this large urban revitalization in the Columbia Heights area of Washington, D.C. The development programs situate ground floor, neighborhood oriented, commercial space on 14th Street NW and Irving Street. Commercial spaces are immediately adjacent to both of the Metro station entries, greatly benefiting residents and commuters. Residential uses are located in a series of artfully massed building forms above the commercial spaces. On both parcels, the proposed buildings "embrace" the space around the Metro entries, forming small piazzas that allow for a lively street life and vibrant urban activities.
- **King Farm**, Montgomery County, MD - A 440 acre site which includes a Town Center, retail, and office space. In addition, there will be 3,200 residential units ranging from single family detached to multi-family homes. Torti Gallas developed the design of this large infill parcel as a new community incorporating the traditional residential aspects of the City of Rockville.

**Education**

University of Notre Dame, Architecture, 1960 - 1966

University of Notre Dame Graduate School of Fine Arts, 1966 - 1967

Catholic University of America Graduate School of City and Regional Planning, 1967 - 1969

**Registrations**

Registered Architect, Maryland, Virginia, District of Columbia, Indiana, Pennsylvania, Ohio, Delaware, New York, Illinois, New Jersey, Florida

**SILVERPLACE**

**Thomas E. Danco, AIA, LEED AP**  
**Project Manager**  
**Torti Gallas and Partners, Inc.**

Mr. Danco joined Torti Gallas in 1998 and since that time has served as Project Manager for several notable residential projects. His expertise spans a range of residential projects, including multi-family housing, townhouse, recreation and community facilities.

Mr. Danco's project experience includes:

- **Wheaton Metro**, Wheaton, MD - New apartment project located on top of the Wheaton Metro Station. The buildings were designed to create an urban setting and provide a smooth transition to the smaller scale, single-family homes to the east. The building will have 172 rental apartment units, 1,100 SF of retail and 6,714 SF of common area.
- **Kenyon Square and Highland Park**, Washington, D.C. - Redevelopment of two parcels of this large urban revitalization in the Columbia Heights area of Washington, D.C. The development programs situate ground floor, neighborhood oriented, commercial space on 14th Street NW and Irving Street. Commercial spaces are immediately adjacent to both of the Metro station entries, greatly benefiting residents and commuters. Residential uses are located in a series of artfully massed building forms above the commercial spaces. On both parcels, the proposed buildings "embrace" the space around the Metro entries, forming small piazzas that allow for a lively street life and vibrant urban activities.
- **Centergate at Celebration** - Centergate at Celebration integrates a mixed-building type development into one of the most innovative New Urbanist projects currently under development. The fifty acre site is divided roughly in two, fronting onto Celebration Boulevard and divided by a lake. The two parcels seek to establish the character of the place via an urban design plan comprised of traditional streets, neighborhood squares and small gardens and courtyards. These elements of the urban design plan define streets as places where the pedestrian and the automobile co-exist. Parking is accommodated by either parking courts or rear loaded garages. In the larger of two parcels, the stormwater management pond is incorporated into the center of the site and becomes a naturalistic amenity in the neighborhood square. With 500 units on two land parcels, the project uses six building typologies to create a mixed building type neighborhood. The following building types accommodate a variety of lifestyles: traditional garden apartments, courtyard apartments, carriage homes, and two and three story townhomes. All housing types are designed to maintain the character of the regional architecture and to complement the style of Celebration.
- **Centergate King Farm** - The Pritzker Apartments at King Farm are an innovative mix of high and low density apartment units in a traditional neighborhood design. The buildings in this apartment neighborhood front the streets, forming traditional streetscapes consistent with the vision of the King Farm Master Plan. In addition, the buildings form interior spaces with a system of alleys providing access to individual rear loaded garages. In creating a diverse streetscape similar to those found in traditional neighborhoods, three distinct unit types form the lower density portion of the project. Combinations of the Townhouse (three-story, single unit) and the Charleston House (triplex, three-story unit) form the "body" of the streetscape. The Manor House, inspired by larger corner homes, consists of 9 units on three floors. This building anchors the block corners of the primary street intersections. The Garden apartments, on the northwest quadrant of the site, form green courtyards and are uniquely situated around a four-story concrete parking garage which affords direct access to each level of the apartment building.

#### **Education**

Bachelor of Architecture, 1988, The Catholic University of America

#### **Registration**

1992, Registered Architect, Washington, D.C.  
LEED Accredited Professional

#### **SILVER PLACE**

**Maurice Walters, AIA, LEED AP**  
**Senior Design Coordinator**  
**Torti Gallas and Partners, Inc.**

Mr. Walters serves as Principal Designer for many of the firm's notable residential projects. As a leader in the creation of innovative housing typologies, Mr. Walters' ability to relate architecture to the economics of building and to the marketability of a design solution has been key to his success. Mr. Walters' designs have received both national and local awards, attesting to his understanding of the relationship of the building form within its community as well as his focused leadership in the residential marketplace. His expertise includes design of a range of projects, including multi-family housing, mixed-use development, recreation and community facilities, urban design, and government facilities.

Mr. Walters' project experience includes:

- **CityVista, Washington, D.C.** - Redevelopment of the Old Wax Museum site in downtown Washington, D.C. This \$133 million redevelopment program calls for a 55,000 SF Safeway store with a Starbucks coffee shop, dry cleaner and bank; 50,000 SF of retail; 623 condominium and apartment units, 20% of which would be set-aside as affordable housing; and 800 parking spaces.
- **Kenyon Square and Highland Park, Washington, D.C.** - Redevelopment of two parcels of this large urban revitalization in the Columbia Heights area of Washington, D.C. The development programs situate ground floor, neighborhood oriented, commercial space on 14<sup>th</sup> Street NW and Irving Street. Commercial spaces are immediately adjacent to both of the Metro station entries, greatly benefiting residents and commuters. Residential uses are located in a series of artfully massed building forms above the commercial spaces. On both parcels, the proposed buildings "embrace" the space around the Metro entries, forming small piazzas that allow for a lively street life and vibrant urban activities.
- **The Delancey, Arlington, Virginia** - A new mixed-use village center which will include 241 rental apartments in three buildings, ground level retail space and a Harris Teeter grocery store.
- **The Ellington** - a 186-unit apartment building at 13th and U Streets in Washington, DC. The new building contains 15,000 SF of street level retail, 2 levels of below grade parking, residential amenities and a roof terrace.
- **Park Place, Washington, D.C.** - A new mixed-use, transit-oriented development above the Georgia Avenue/Petworth Metro Station along Georgia Avenue in Washington, D.C. The 1.35 acre site will contain 148 apartments above 17,000 SF of retail with an addition 7 fee simple townhouse units along 9th Street, NW. 30 of the apartments will be set aside for affordable housing.
- **Residences at Alban Row** - Fifteen elegant new duplexes situated in the prestigious Cathedral Heights neighborhood in the shadow of the Washington National Cathedral and the newly renovated Alban Tower apartments. The homes are reminiscent of Washington townhomes built in the late 19th and early 20th century and present a classic urban look and individuality seldom seen in today's market. These spacious homes range in size from 3,200 to 4,700 square feet. An array of features such as two-car garage accessed by the homes own private elevator, richly detailed exteriors and upscale interior finishes complete the package.
- **Portner's Landing** - an urban mixed-use residential development consisting of 36 residential townhome units, 20 renovated brewery townhomes condominium, and 33 new condominiums. The residential townhomes are four story units with rear entry two-car garages. The new condominium units feature a mix of one bedroom, one bedroom and den, and two bedroom units, plus lofts on the top floor units. The condominium also features a full level of covered parking for 54 cars.

**Education**

Master of Architecture, University of Maryland, 1993  
Bachelor of Science, Georgia Institute of Technology, 1984

**Registration**

Registered Architect, Washington, D.C., Virginia, Maryland, Florida, California, NCARB  
LEED Accredited Professional

**SILVER PLACE**

**Daniel Ashtary, AIA**  
**Senior Designer - Residential**  
**Torti Gallas and Partners, Inc.**

Mr. Ashtary is a Principal in Torti Gallas' Residential Design Studio. His contribution to the team is based on more than 24 years of design experience on various types of projects including residential, commercial and senior living. His ability to relate architectural design to the economics of construction, and to the marketability of a design solution has been key to his success. His expertise spans the design of both new and renovated housing.

#### **Selected Project Experience**

- **Wheaton Metro**, Wheaton, MD - New apartment project located on top of the Wheaton Metro Station. The buildings were designed to create an urban setting and provide a smooth transition to the smaller scale, single-family homes to the east. The building will have 172 rental apartment units, 1,100 SF of retail and 6,714 SF of common area.
- **The Alexander House**, Silver Spring, Maryland - Design of a 16-story, 311-unit apartment building for the Housing Opportunities Commission of Montgomery County, Maryland.
- **The Delancey**, Arlington, Virginia - A new mixed-use village center which will include 241 rental apartments in three buildings, ground level retail space and a Harris Teeter grocery store.
- **The Oyster School Revitalization/Henry Adams House**, Washington, D.C. - Developed as a public/private venture between D.C. Public Schools and LCOR, Inc., the Oyster School revitalization includes a new Oyster School which will more than double its current 16,000 sf of usable space and a 211 unit luxury apartment building. Torti Gallas is providing planning and architectural design services for the residential portion of the project.
- **Harrison Commons** - Torti Gallas has been commissioned to develop a comprehensive plan for the revitalization of the Passaic River Waterfront in Harrison, New Jersey. The plan envisions the creation of a mixed use environment which includes the reuse of existing factory buildings as residential structures and the creation of new multi-family housing. A 2500 car commuter parking garage adjacent to an existing PATH commuter rail station is lined with loft style residential units above convenience retail. Public green spaces adorn the plan signifying the major connection from Rogers Boulevard to the Passaic River.
- **Camden Westwinds**, Loudoun County, Virginia - A 464-unit apartment project organized around a main residential street. By placing the buildings along the street edges and creating landscaped parking courts to the rear, the plan and character of this development fosters a greater sense of community and a more urban feel. This main street also provides an additional connection to two adjacent developments.
- **Monument Place**, Fairfax County, VA - a large residential infill project in the rapidly growing job center of Fairfax County. The complex contains 368 market rate rental apartments, and 2 parking garages containing 644 spaces. It also houses a 1,200 SF retail component, a swimming pool courtyard, common areas and clubhouse. The building was designed to hold a substantial length and corner of Monument Drive while also creating a new street and plaza through the site which is bridged by the building. The sum of which creates a interesting ensemble of towers, bridges, active courtyards and intimate gardens.
- **Parc Somerset Condominium**, Chevy Chase, MD - a 17-story, 101-unit luxury condominium building located in Chevy Chase, Maryland. When complete, the building will include amenities such as concierge service, valet parking, uniformed doormen, on-site building manager, furnished guest suites with kitchens, a fully equipped business center, library and terrace room, indoor and outdoor pools, sauna, steam and massage rooms, and a full-service health club.

#### **Education**

Titre d' Architecte /1981/Architecture

#### **Registration**

Architect/Washington, DC/1990

#### **SILVERPLACE**

*"The project includes street level retail with an open air, festival-like atmosphere."*

A new Festival Street, providing additional retail and residential frontage for the project and creating a unique urban public space subdivides the mixed-use block and building. This dynamic and flexible street allows deliveries and vehicular drop off at controlled hours, as well the ability to be closed to vehicles, creating a vibrant pedestrian and cafe space.

Architecturally, the building massing is articulated with a variety of facade themes, providing a pedestrian friendly scale to the building. The 180 apartment units over the retail are comprised of an exciting variety of flats and lofts, with many desirable views and exposures.



View from Corner of Arlington Road and Bethesda Avenue

Services provided:

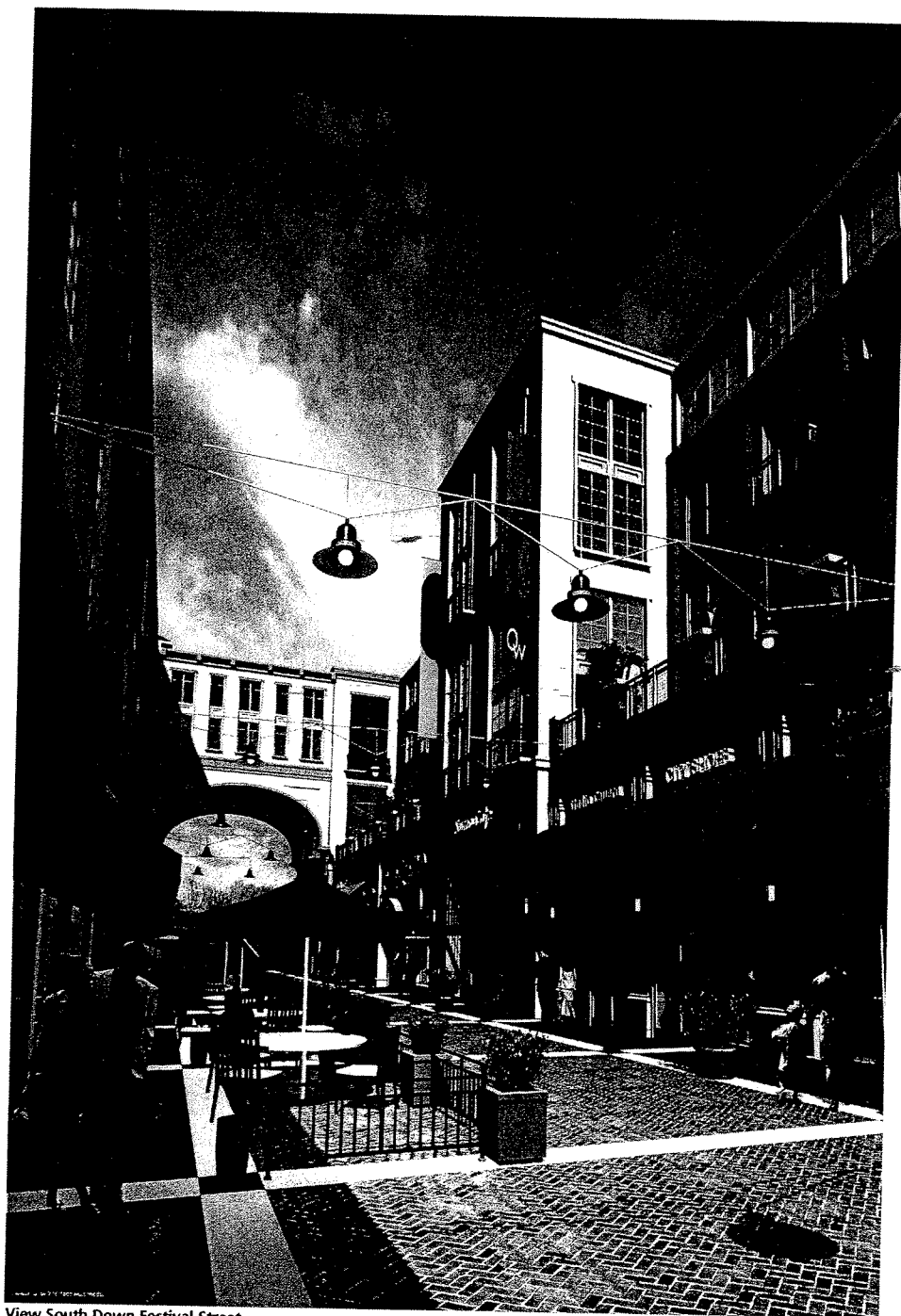
- rezoning
- process
- marketing package
- leasing loans
- site plan approval
- community meetings
- urban design
- code analysis
- public hearings
- architectural design
- construction phase services

Program data:

- 108,936 sf site
- 180 units of 1 bedroom

Reference:

Mr. Alex Ingleses  
Federal Realty Investment Trust  
1626 East Jefferson Street  
Rockville, Maryland 20852  
(301) 998-8100



View South Down Festival Street



King Farm • Montgomery County, Maryland

Congress for the New Urbanism Charter Award, 2001; Honor Award Potomac Valley Chapter of the American Institute of Architects, 1995

*"We will look back... and say that it was one of the best planned developments in the state."*



Residential Street



New Charleston Units

Services provided:

- rezoning
- feasibility/yield analysis
- code analysis
- programming
- community meetings
- public hearings
- expert witness
- site plan approval
- master planning
- urban design
- design guidelines
- neighborhood planning
- architectural design
- grading plans
- marketing package

Sustainable design elements:

- planned community with light rail easement
- walkable mixed-use community with retail, office and housing
- shuttle bus service to local metro station

Program data:

- 440 acres
- 3,200 residential units
- 3.17 million sf office/employment space
- 125,000 sf retail space
- transit oriented development

Reference:

Mr. Mark Gregg  
The Penrose Group  
8330 Boone Boulevard, Suite 460  
Vienna, Virginia 22182  
(703) 847-5270

As the Town Planner for The King Farm, Torti Gallas and Partners provided the design leadership to create this vital, mixed-use community utilizing the principles of Traditional Neighborhood Design. In the design of The King Farm, Torti Gallas developed a set of design principles drawn from traditional communities that harken back to some of the great neighborhoods in the United States. These principles encourage and embrace

animated street activity, multiple forms of transportation (pedestrian, bicycles, automobiles, buses, light rail), reduced dependency on the automobile, coherent streetscapes, emphasis on quality open spaces, and the harmonious relationship of landscape, architecture and open space.



Illustrated Site Plan



TORTI GALLAS AND PARTNERS

[www.tortigallas.com](http://www.tortigallas.com)

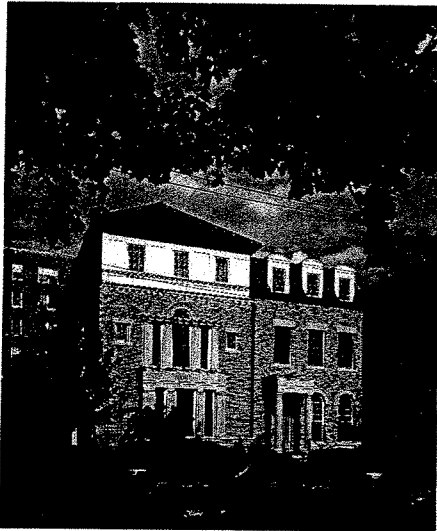
## Residences at Alban Row • Washington, D.C.

Winner, 2005 Freddie Mac Best Multifamily Community of the Year; Winner, NAHB Multifamily 2005 Pillars of the Industry Awards, Best Repositioning or Rehabilitation of an Apartment Asset; ULI Awards of Excellence Finalist, 2003; Honor Award, Potomac Valley Chapter, American Institute of Architects, 2003

*"The Introduction of these 15 duplexes serves to reintegrate the block into its surrounding neighborhood."*

Fifteen elegant new duplexes situated in the prestigious Cathedral Heights neighborhood in the shadow of the Washington National Cathedral and the newly renovated Alban Tower apartments. The homes are reminiscent of Washington town-homes built in the late 19th and early 20th century and present a classic urban look and individuality

seldom seen in today's market. These spacious homes range in size from 3,200 to 4,700 square feet. An array of features such as two-car garage accessed by the homes own private elevator, richly detailed exteriors and upscale interior finishes complete the package.



New Homes

### Services provided:

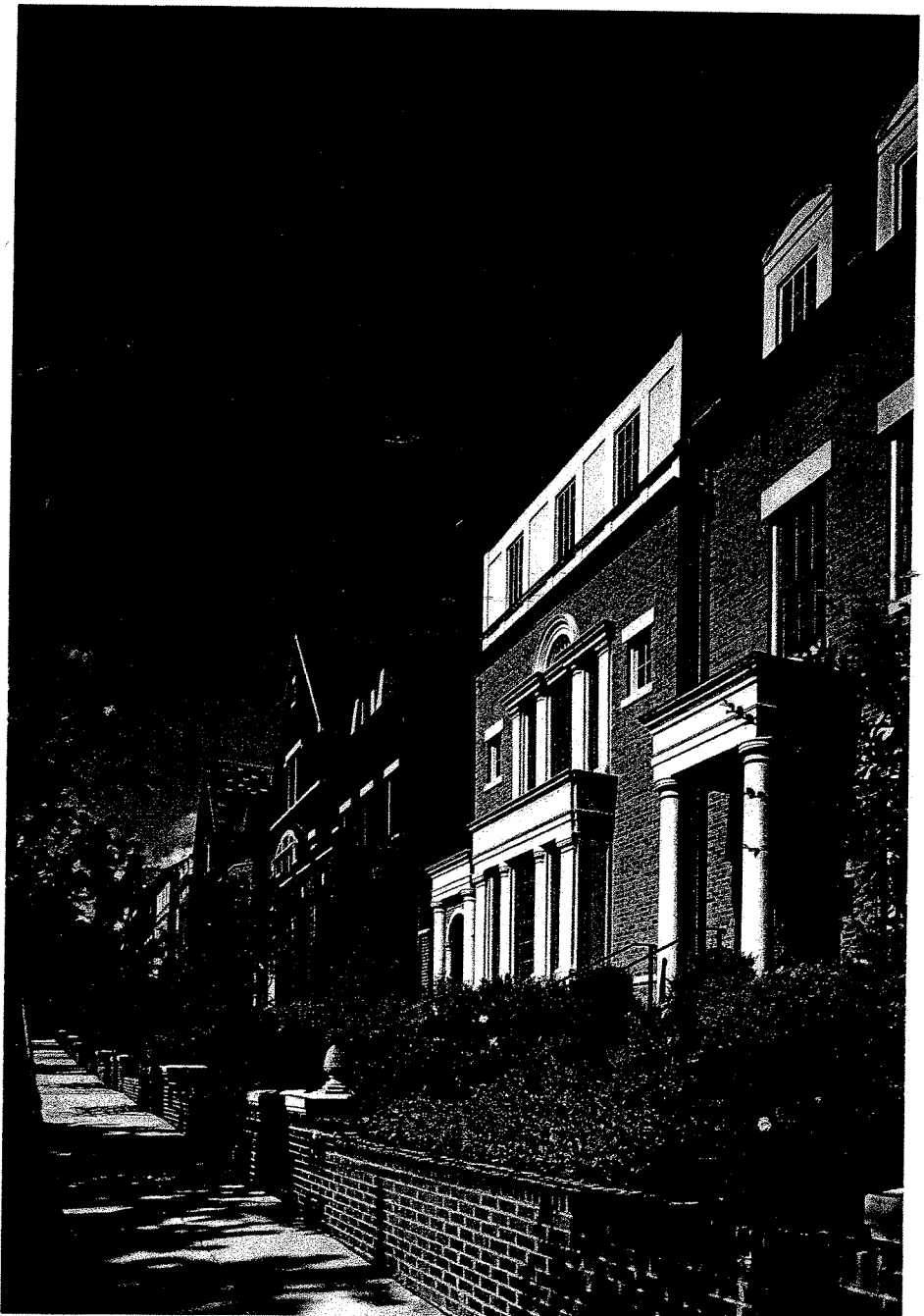
- programming
- feasibility/yield analysis
- community meetings
- urban design
- code analysis
- public hearings
- architectural design
- construction phase service

### Program data:

- 15 duplex units
- 3,200 to 4,700 sf each
- construction cost \$4.4 million
- completion 2002

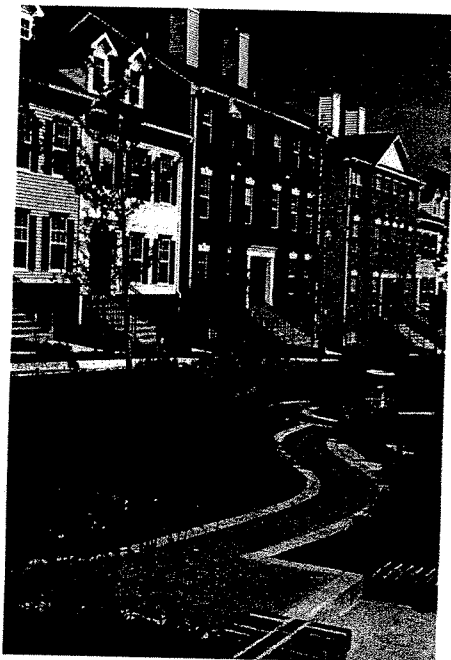
### Reference:

Mr. Steve Kay  
Encore Development  
8120 Woodmont Avenue, 3rd Floor  
Bethesda, Maryland 20814  
(301) 664-8020



New Homes





New 2-over-2 Units

**Services provided:**

- programming
- rezoning
- code analysis
- comprehensive planning process
- community meetings
- public hearings
- urban design
- architectural design
- landscape architecture

**Sustainable design elements:**

- created community with housing over local retail/office space
- connected community to existing infrastructure
- pedestrian-oriented, walkable community
- DC-area recognition for seed project that improves entire region

**Program data:**

- 20 acre site
- 27 buildings
- 3 housing types
- 690,000 sf of residential units

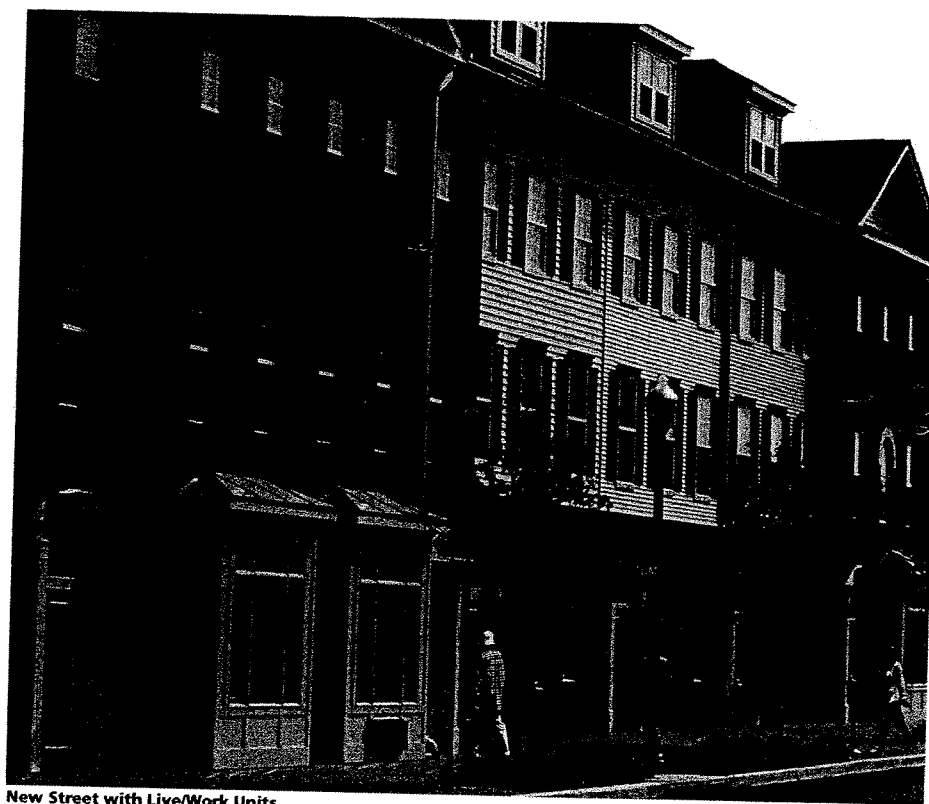
**Reference:**

Mr. Timothy Naughton  
President  
Avalon Bay Communities  
2900 Eisenhower Avenue, Suite 300  
Alexandria, Virginia 22314  
(703) 329-6300

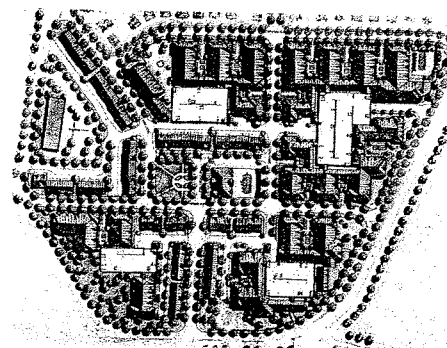
*“New Urbanist principles allowed for increased density and a mix of unit types, creating more affordable units.”*

Torti Gallas, utilizing new urbanist principles, designed a project of sufficient density to allow the client to dedicate a larger number of units to people of lower income. The increased number of lower income units persuaded Arlington County to approve rezoning to accommodate a higher density on the site. Torti Gallas worked extensively with the client, attending numerous community and county meetings in order to convince the County and community neighbors of the value of Avalon Bay's proposed community.

The resultant design is a wonderful community with vibrant streetscapes made possible by having all parking concealed off street. The 2-over-2 and live/work townhomes are rear-loaded off of alleys, and the garden apartments conceal structured parking behind. A village green bordered by a community/pool building will be the perfect center for the community - creating a natural space for gathering as it serves to organize the various product types which make up the community.



New Street with Live/Work Units



Site Plan



## Baldwin Park • Orlando, FL

*Builder's Choice Award, 2005*

*"...a Traditional Neighborhood designed to have the look of a community built over time."*

**Services provided:**

- programming
- site plan approval
- code analysis
- comprehensive planning process
- feasibility/yield analysis
- design charrette
- master planning
- urban design
- neighborhood planning
- architectural design
- construction administration

**Program data:**

- 60 acre site
- 1,120 residential units
- 225,000 sf office space
- 75,000 sf commercial
- 80,000 sf flex space
- 45,000 sf grocery store

**Reference**

Pritzker Residential  
4776 New Broad Street, Suite 110  
Orlando, Florida 32814  
(407) 515-6992  
Mr. Corbin Johnson

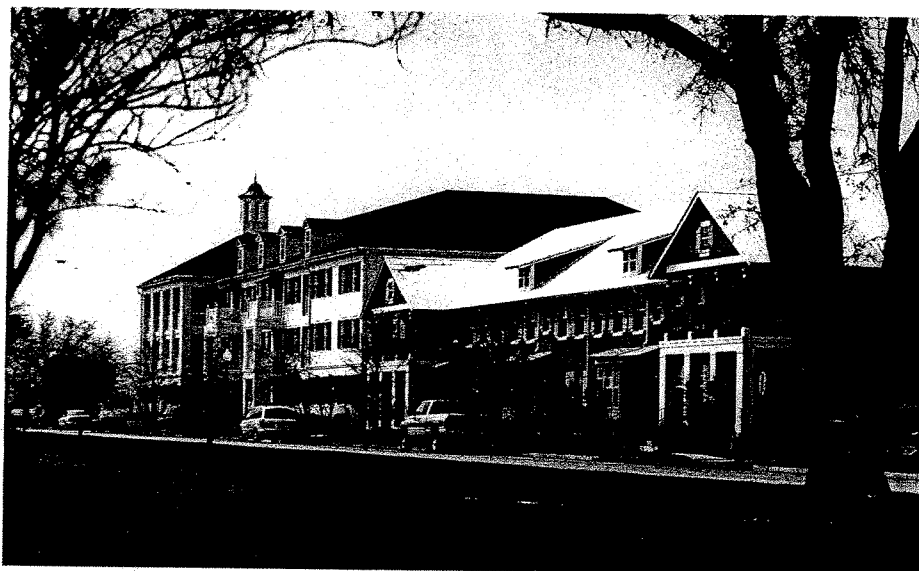
Baldwin Park is the infill new town located on the abandoned brownfield site of the former Orlando Naval Training Center on the shore of Lake Baldwin. The mixed-use Village Center is a true mixed-use construct.

The Village Center is a vibrant, mixed-use urban environment, carefully crafted to be the centerpiece and seamless extension of the larger Village. The design strategy was to create a Traditional Neighborhood Design of mixed building types and mixed architectural languages designed to have a rich and varied look and to have the appearance of a neighborhood built over time.

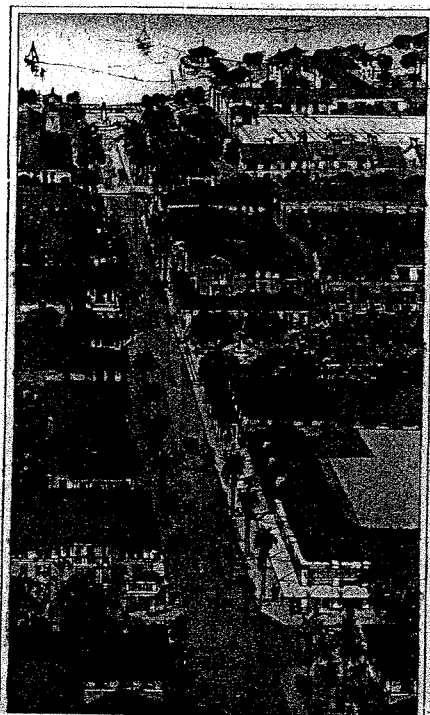
Main Street is a mixed-use street of three-story buildings with commercial on the ground floor

and residential above, that is completely activated along its length by a series of spaces - the Office Square, Market Square, the Waterfront Square and the Harbor.

The architectural design allows buildings to form the perimeter of the block. Doors and windows front onto the streets, parking and services occur within the block, completely screened from view. Five different building types - two- and three-story townhomes, two-unit Charleston flats, courtyard apartments, and three-story apartment buildings - and four different architectural styles - Classical, Coastal, Colonial and Mediterranean - combine to form the neighborhood.



New homes at Baldwin Park



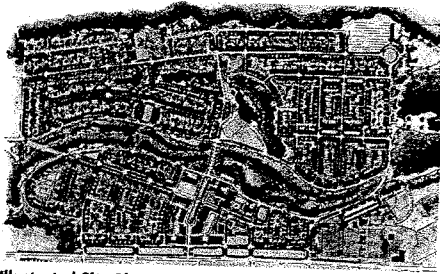
Aerial View of Main Street



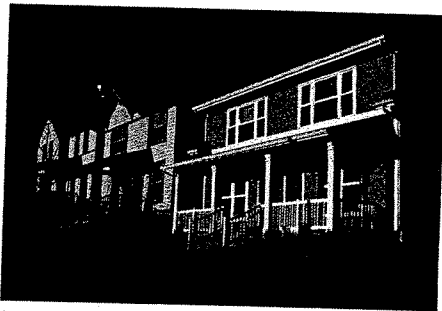
Flex buildings at Baldwin Park



New homes at Baldwin Park



Illustrated Site Plan



New Homes

Services provided:

- programming
- community meetings
- design charrettes
- master planning
- urban design
- architectural design

Sustainable design elements:

- zero-impact/low-impact development (grants)
- preserves salmon habitat
- restores natural water features
- creates bio-swales/wetlands
- minimizes impervious surfaces
- native landscaping for water infiltration

Program data:

- 250 acre site
- mixed-income community
- 1400 residential units
- village center/community center/retail space
- mixed-use
- \$35 million HOPE VI Grant

Reference:

Mr. Michael Mirra  
Executive Director  
Tacoma Housing Authority  
902 South L Street, Suite 2B  
Tacoma, Washington 98405  
(253) 207-4420

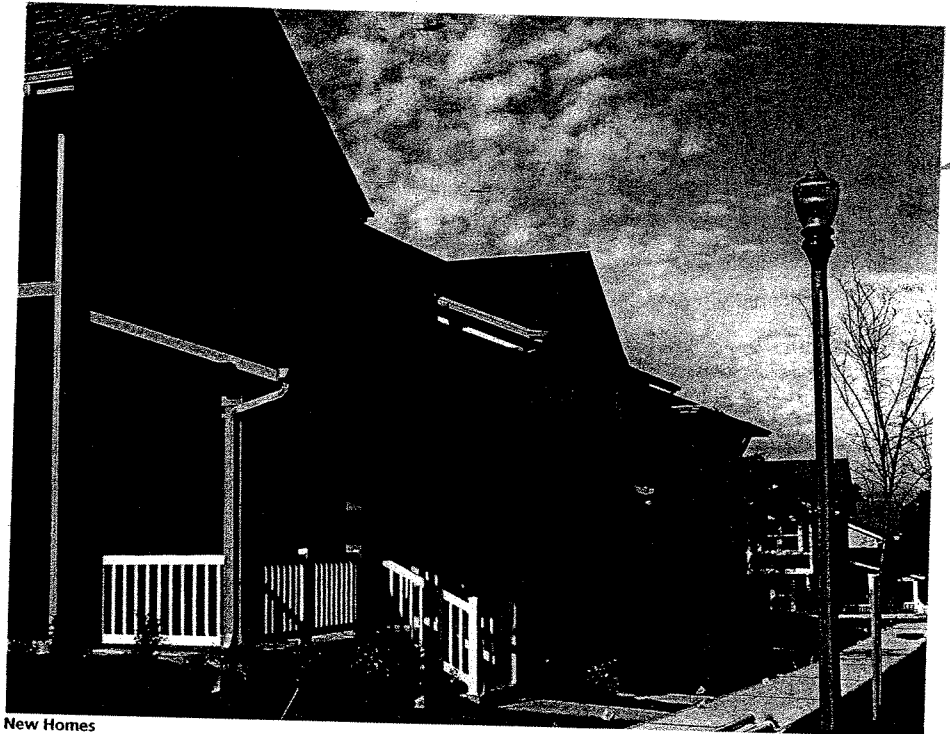
*“...the Salishan neighborhood is an excellent example of how public involvement and appropriate urbanism can create a livable, exciting, and enduring community.”*

Salishan is a neighborhood in the East Side of Tacoma, Washington. Built in the early 1940's, the Salishan neighborhood provided temporary housing for ship workers during World War II. Throughout a week-long charrette process, Torti Gallas visited with the residents of Salishan, listened to their concerns, and developed a master plan and unit designs appropriate for the needs of the community.

The site holds several unique features including a 30 acre wildlife rich bio-retention swale that bisects the site into two halves. Salishan has been carefully designed to incorporate significant sustainable features including zero-impact of stormwater runoff.

Salishan's special atmosphere is also evident in the spirit of its diverse blend of residents. This ethnic diversity, strong love of the community, and social empowerment have guided the neighborhood's revitalization efforts.

In addition to a stronger social and economic base, the plan provides a new town center, complete with retail shops, a fire station, university teaching space, senior congregate care, and additions to existing amenities. Most important to this town center is a public forum and open air market.



New Homes

*"These homes achieve a 50% reduction in energy usage."*

Our development plan for the revitalization of housing at Fort Irwin sets strategic priorities so that virtually every home, streetscape, and park or open space will be replaced, rebuilt or improved within the first seven years of our partnership with the Army. We have taken special care that the houses all have the qualities and capacities to become comfortable homes the minute that families move into them. Additionally, our homes have an enduring quality and an architecture derived from the local conditions and traditions of the area. When possible these homes are specifically sited to take advantage of the landscape and the wonderful long range views of the desert and mountains.

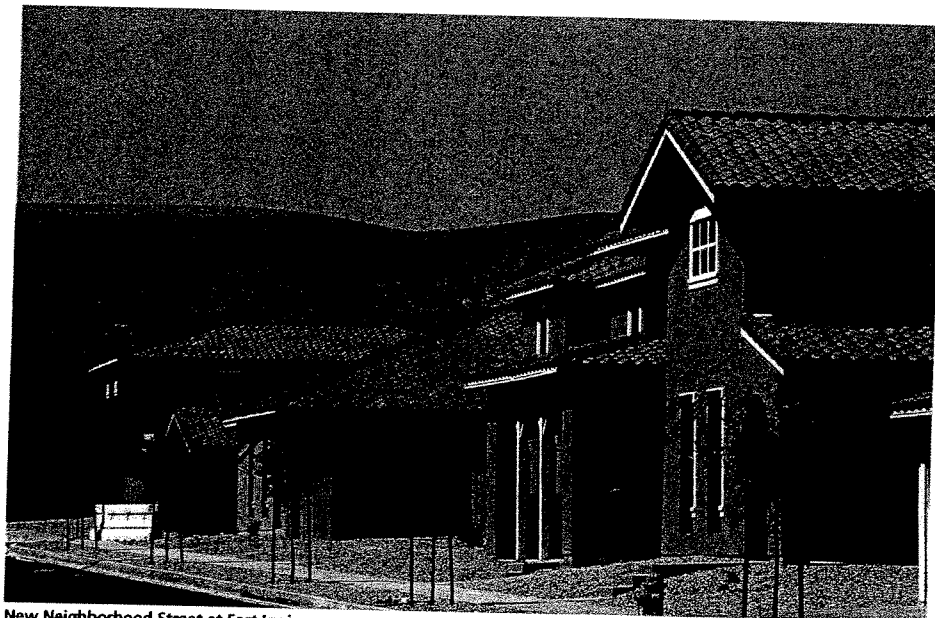
At Fort Irwin, the homes, designed in the Southwest Desert Style, are compatible with the harsh desert environment. These duplex courtyard and single family detached homes with 2-car garages have been carefully designed, depending upon their orientation to the sun, with roof overhangs and trellises over windows and doors facing south. The two-story homes have wrap around exterior courtyards to provide shade during the hottest part of the day and reduce glare on the interiors. With concrete tile roofs, high efficiency insulation in walls and roofs, energy and water efficient systems and appliances, and greywater re-use for backyard lawn irrigation, these homes achieve a fifty percent (50%) reduction in energy usage over standard design and construction methods.

**Services provided:**

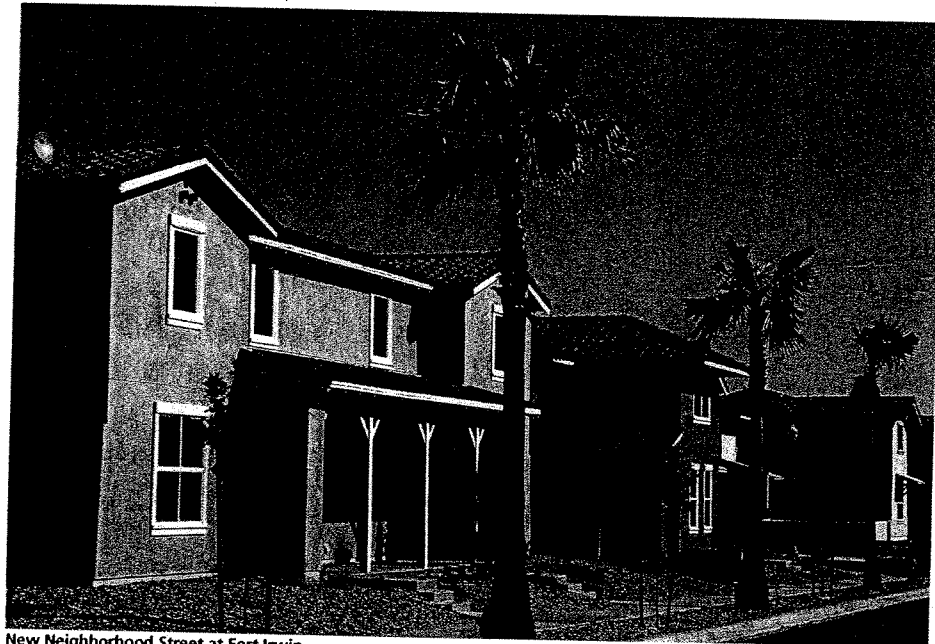
- design charrette
- community meetings
- site plan approval
- design guidelines
- master planning
- urban design
- neighborhood planning
- architectural design

**Sustainable design elements:**

- building mass and orientation appropriate for solar conditions
- high efficiency insulation
- efficient appliances
- greywater reuse for irrigation
- local building style and tradition
- xeriscape landscaping



New Neighborhood Street at Fort Irwin



New Neighborhood Street at Fort Irwin

**Program data:**

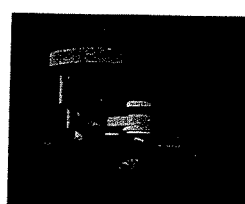
- family housing revitalization
- 715 new residential units for officer and enlisted families
- renovation of 664 homes
- mix of 2-, 3-, and 4-bedroom units
- handicapped accessible units
- new community clubhouse
- sport courts and playing fields

**Reference:**

Mr. Rafael Muniz  
Clark Pinnacle Family Communities LLC  
Two Bethesda Metro Center, Suite 250  
Bethesda, Maryland 20814  
(760) 386-4747



# SMITHGROUP



## About SmithGroup

SmithGroup  
1825 Eye Street, NW  
Suite 250  
Washington, DC 20006

## Date Established

1853  
1956-Washington, DC Office

## DC Full-Time Personnel

110	Architects
27	Engineers
16	Interior Architects
2	Urban Planners
33	Administrative
188	Total

## Additional Offices

Ann Arbor  
Chicago  
Detroit  
Los Angeles  
Madison  
Minneapolis  
Phoenix  
San Francisco

SmithGroup is the oldest continuously practicing architecture firm in the United States. Established in 1853, SmithGroup is a team of over 750 gifted, energetic, and creative architects, urban designers, landscape architects, interior designers, and engineers in nine multi-disciplinary offices located throughout the United States.

Our professionals are creative people with the experience and the commitment to excel. We value collaboration and seek to engage clients in a spirited exchange of ideas in order to derive solutions that are practical yet insightful, and that help to advance your mission and strategic objectives.

We believe that successful commercial developments and livable cities and communities embody ideas that transcend the commonplace. We seek the best ideas throughout our very broad practice, whether for healthcare and research environments, learning and cultural facilities, manufacturing centers or corporate offices of the world's fastest-growing companies.

We believe that extraordinary ideas are reflected in sound land planning and architectural design as well as in complex engineering solutions.

- To assure design excellence in every project, we integrate the knowledge and ideas of our total organization.
- Beyond resolving your functional and operational concerns, we define solutions that embody your aspirations.

Integrated services. Every project requires specialized skills. We consistently collaborate with our in-house, multi-disciplined professionals both in the D.C. office and our other offices across the country. We also have established relationships with outside consultants who have exemplary business methodologies and proven success records. Our work derives strength from the ability to combine the talents of various disciplines into a single coordinated team.

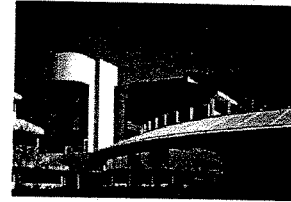
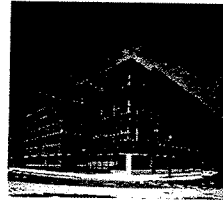
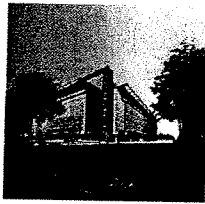
Washington, DC experience. SmithGroup has nearly five decades of broad-based experience in Washington, D.C.

Recent projects include:

- One Freedom Square
- Two Freedom Square
- Discovery Communications World Headquarters
- National Museum of the American Indian
- George Washington University Elliott School of International Affairs
- Chesapeake Bay Foundation Philip Merrill Environmental Center

# SMITHGROUP

## Client Overview



### Selected Clients

ACCENTURE  
AMERICA WEST  
AMERICAN AIRLINES  
AMERICAN PUBLIC HEALTH ASSOCIATION  
AMGEN  
ARNOLD & PORTER  
AT&T / US WEST COMMUNICATIONS  
BOSTON PROPERTIES  
THE BUREAU OF NATIONAL AFFAIRS, INC.  
CARRAMERICA  
CHARLES E. SMITH  
CHESAPEAKE BAY FOUNDATION  
COSTAR GROUP  
CORPORATE EXECUTIVE BOARD  
CORPORATION FOR PUBLIC BROADCASTING  
DAIMLERCHRYSLER CORPORATION  
DEPARTMENT OF DEFENSE  
DISCOVERY COMMUNICATIONS  
FEDERAL BUREAU OF INVESTIGATION  
FORD MOTOR CORPORATION  
GEICO  
GENERAL ELECTRIC  
GEORGE WASHINGTON UNIVERSITY  
HINES INTERESTS  
IBM  
MCI TELECOMMUNICATIONS CORPORATION  
NATIONAL RESEARCH COUNCIL  
NATIONAL WILDLIFE FEDERATION  
NISSAN  
PHILIP MORRIS, INC.  
PHELPS DODGE  
SMITHSONIAN INSTITUTION  
SOCIAL SECURITY ADMINISTRATION  
TIME LIFE, INC. (A DIVISION OF TIME WARNER)  
TRAMMELL CROW  
U.S. ARCHITECT OF THE CAPITOL  
U.S. ARMY CORPS OF ENGINEER  
U.S. BUREAU OF ENGRAVING & PRINTING  
U.S. DEPARTMENT OF STATE  
U.S. GENERAL SERVICES ADMINISTRATION  
U.S. GOVERNMENT PRINTING OFFICE  
U.S. NAVAL FACILITIES ENGINEERING COMMAND  
THE WASHINGTON POST

### Services

Architecture  
Interior Design

- Programming
- Space Planning
- FFE
- Interior Architecture
- Signage

Urban Planning and Design  
Mechanical Engineering  
Electrical Engineering  
Plumbing Engineering  
Landscape Design  
Master Planning  
Sustainable Design  
Adaptive Reuse  
Cost and Quality Management  
Construction Administration

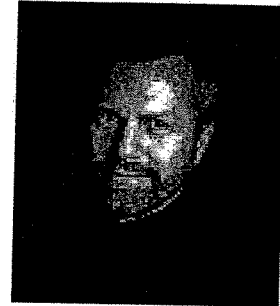
### SmithGroup

1825 Eye Street, NW  
Suite 250  
Washington, DC 20006  
ph 202.842.2100  
fax 202.974.4500  
[www.smithgroup.com](http://www.smithgroup.com)

**SMITHGROUP**

## David R. H. King, FAIA, LEED AP

Senior Vice President



### Education

Master of Architecture,  
Harvard Graduate  
School of Design, 1977

Bachelor of Architecture  
with High Honor,  
University of Texas  
at Austin, School of  
Architecture, 1975

### Registrations

Registered Architect  
DC, MD, VA, WV, TX

David King is a Washington, DC-based architect whose design explores the relationships between form, material, and place — the tension between contemporary expression and the role of context, history, and community. He has played a prominent role in the planning and design of civic, commercial, academic and cultural commissions throughout the country, but especially in the nation's capitol city — one of the most dominant and protected urban contexts in the world. His work is characterized by the clarity of its solutions, especially on complex project types, and by its responsiveness to clients' programs. David's work ranges from the placemaking vernacular of the training campus for the United States Fish and Wildlife Service to the meticulously detailed elements of the 1.1 million sf downtown office, 555 12th Street NW.

### Relevant Experience

#### Discovery Communications Headquarters, Silver Spring, MD

A 580,000 sf world headquarters for a premier multi-functional entertainment industry organization. Contemporary office environment satisfies corporate mission objectives in a complex urban renewal zone. Required approvals by the Montgomery County Planning Commission. Design Principal.

#### Visteon Village, Corporate Headquarters, Detroit, MI

SmithGroup was commissioned to create a corporate headquarters complex in the form of a village for this Midwest Tier One Automotive Supplier. The 265 acre village, which will act as a community, will be a unique concept in the creation of headquarters. The community will include administrative offices, development/delivery areas, technology/laboratory areas, support space, amenities and building support totaling 1,041,650 gsf. Design Principal.

#### 555 12th Street, NW - Arnold & Porter Headquarters, NW, Washington, DC

A new 1,145,000 sf headquarters office building near Metro Center for Washington's largest law firm. Project includes state-of-the-art building engineering systems and office facilities, and includes space for a major department store. Principal-in-Charge.

#### National Academy of Sciences Building, Washington, DC

A 356,665 gsf headquarters facility for this national scientific research institution incorporating the National Academy of Sciences, the National Academy of Engineering and the Institute of Medicine. The 11-story structure includes a conference center and food service facility on the first three floors and 80% closed office space in the balance of the building. Located adjacent to Judiciary Square and incorporates historic townhouse structures as part of the overall development. Includes 208,395 sf of parking below grade. Design Principal.

#### Bureau of National Affairs Headquarters, Washington, DC

Feasibility studies for 400,000-600,000 sf facility. Included studies for sites in suburban Maryland and Virginia. Principal-in-Charge.

#### National Credit Union Administration Headquarters, Alexandria, VA

Base building architecture for the 160,000 sf facility. The 7-story office is a "healthy building," providing good indoor environmental quality, which was verified by an independent consultant. Required accelerated scheduling and close coordination with the interior design firm. Design Principal.

## **David R. H. King, FAIA, LEED AP**

Senior Vice President

### **Time Life Headquarters, Alexandria, VA**

Development of a new 167,000 sf facility in the Carlyle development in Old Town Alexandria near the King Street Station Metro station. The facility supports the development and marketing of Time Life's Books, Education, Music, Digital and Video products. Principal-in-Charge.

### **U.S. Fish & Wildlife Service National Conservation Training Center, Shepherdstown, WV**

Master planning and design of an 18-building, 365,000 sf training campus on a 500-acre site. Includes conference, classroom, laboratory and dormitory facilities. Principal-in-Charge.

### **Clemson University Sandhill Research & Education Center, Pontiac, SC**

A master plan for the new use of an existing 500-acre campus: to house Clemson's Institute for Economic and Community Development which serves to foster high learning, collaborative research and the relevant application for economic and community development for the State of South Carolina, addressing modern land use and responsible economic and sustainable development in a unique and sensitive ecosystem. Design of a new Research and Education Center. Targeting **LEED Platinum**. Principal-in-Charge.

### **Clemson University ICAR Master Plan, Greenville, SC**

A master plan for the 250-acre International Center for Automotive Research (ICAR). The Greenville campus will feature a new graduate engineering center, state-of-the-art research and testing facilities, and other operations that support the region's growing automotive industry. The development will be planned with the highest standard of sustainable design, creating a healthy and beautiful environment that will serve as a model for "green" planning. Principal-in-Charge.

### **King Street Station, Alexandria, VA**

Master plan and design for a 7-acre, 943,000 sf mixed-use development for The Oliver Carr Company. Includes two new office buildings, 260-room hotel, retail building, and underground parking for 1200 cars. Design Principal.

### **Resource Conservation Center, Washington, DC**

A 380,000 sf, mixed-use development in the 16th Street Historic District for the National Wildlife Federation and Resources for the Future. Includes a 180,000 sf office building for NWF's headquarters facilities, a renovated 77,000 sf office building and a 10-story, 130-unit condominium. Design Principal.

## Steven L. Cohen, AIA

Principal



### Education

B-Architecture, Carnegie Mellon University, 1983

### Professional

Development Summer Program, Harvard Graduate School of Design, 1988

### Registration

Registered Architect  
DC, MD

### Cleveland Park

Historical Society  
Architectural Review  
Committee

Mr. Cohen is a project manager and designer with a broad range of experience in projects of varying building types, scope and complexity. His primary responsibilities include interaction with clients and users, oversight of in-house design team, consultant coordination and construction management. Over the course of his more than 20 year professional career, he has worked on a variety of building types including commercial, educational, healthcare, hospitality and residential. He has experience in all aspects of the design and construction process, including the regulatory approval process, design, technical detailing, systems engineering and coordination, construction budget and scheduling and project closeout. He is skilled at synthesizing the needs and issues of clients, contractors and all participants in the design and construction process to provide the best solutions.

### Relevant Experience

#### **Discovery Communications World Headquarters, Silver Spring, MD**

560,000 sf signature corporate headquarters building with 800-space underground parking garage on a 3.5-acre site in downtown Silver Spring. Scope of work included post-construction inspections in compliance with local jurisdiction Complex Structures program. Project Manager.

#### **AIPAC Headquarters, Washington, DC**

90,000 sf headquarters for lobbying organization. Core/shell and tenant build to suit with emphasis on security and image. Project Manager/Designer.

#### **Indiana University-Purdue University Campus Center, Indianapolis, IN**

A new 250,000 sf campus center building for IUPUI, intended to centralize its facilities and programs on one campus, which serves over 27,000 undergraduate, graduate and graduate professional students. Project Manager.

#### **The Catholic University of America Columbus School of Law, Washington, DC**

The winning entry in an invited competition. Involved the master plan and design of a sector plan containing the new 165,000 sf Columbus School of Law. Project Architect/Designer.

#### **Carroll Square, Washington, DC**

Concept and schematic design for new 175,000 sf office building and four levels of below grade parking which respects and retains a series of three story commercial structures at its base. Process included review of design with civic groups and historic preservation office, as well as presentation to the Historic Preservation Review Board and Mayor's Agent. Project Manager.

#### **Willard Hotel and Office Building Master Plan, Washington, DC**

Master Plan for existing space between the historic hotel and office building. Proposal includes insertion of a new glass roofed Winter Garden providing additional event space for the hotel. Project Manager/Designer.

#### **National Postal Museum, Washington, DC**

Design of a 60,000 sf museum, located in a renovated historic post office building adjacent to Union Station, for the U.S. Postal Service and the Smithsonian Institution. Project Architect.



## **Steven L. Cohen, AIA**

Principal

### **8021 Georgia Avenue, Silver Spring, MD**

175-unit residential project incorporating historic structures, located at Gateway to redevelopment of Silver Spring. Project included development studies and regulatory approval. Project Architect.

### **Parklawn Building, Rockville, MD**

Multi-phase study, analysis and design for updating an existing 900,000 gsf building. Scope of work covered exterior envelope including facade redesign, interior space planning, mechanical systems, code review and LEED study. Project Architect.

### **The Cantata, Washington, DC**

300 unit residential project, located east of the Chinatown area. This project includes integration with adjacent office development. This multi-phase complex straddles an underground freeway requiring complex planning and design. Project Manager/Designer.

### **Chevy Chase Club, Chevy Chase, MD**

New winter dining pavilion located adjacent to the golf course and the historic clubhouse. Project Architect.

### **Carlyle Block P, Alexandria, VA**

350,000 sf mixed-use office and retail. Scope of work includes development of design guidelines for sector requiring regulation approval. Project Manager.

### **Pooks Hill, Bethesda, MD**

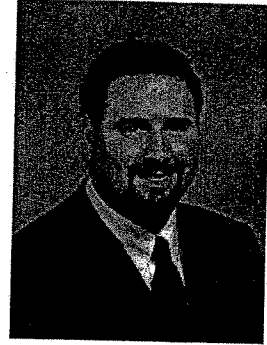
Concept study and analysis for development of condominium on parcel adjacent to existing hotel. Scope included entitlement process for rezoning to allow for non-conforming use. Project Manager.

### **New York Law School Programming, New York, NY**

SmithGroup has completed programming for a projected, new, 60,000 nsf facility for New York Law School. The existing Tribeca site and several alternative locations in New York City are being evaluated for their ability to meet the school's programmatic goals. Project Architect.

## Gregory A. Mella, AIA, LEED AP

Principal



### Education

M-Architecture, The Catholic University of America, 1994

BA, Art, Art History, Colgate University, 1991

### Registrations

Registered Architect, Virginia

LEED 2.0 Accredited Professional

### Affiliations

Member, AIA  
Headquarters Building Committee

Gregory Mella brings particular expertise as a project architect who has worked with new and renovated buildings for both public and private sector clients. Greg also has a strong interest in "green buildings" (sustainable design), including energy-efficient, "smart" buildings and buildings that provide healthy indoor environments. He is a frequent lecturer on sustainable design, and has led seminars at national conferences on the challenges of greening laboratories. In his role as project architect, he carries out the daily project coordination, management, and design. He has extensive experience in all phases of project development, from programming through construction administration.

### Relevant Experience

#### **Addition to the Defense Intelligence Analysis Center, Washington, DC**

500,000 sf. Expansion of existing headquarters facility, including office SCIF space, support areas, and state-of-art conferencing facilities. This project is a build-to-suit. Team Architect.

#### **Chesapeake Bay Foundation Philip Merrill Environmental Center, Annapolis, MD**

30,000 sf "green" corporate headquarters is the *first building in the United States to achieve a Platinum rating from the U.S. Green Building Council LEED Program*. The two-story building utilizes innovative site, materials and systems strategies to rest lightly on the land. Project Architect.

#### **St. Mary's College of Maryland, New Academic Building, St. Mary's City, MD**

Architectural and MEP design services for a 53,000 sf state-of-the-art chemistry, psychology teaching and research laboratory for St. Mary's College of Maryland. The building will support the study of chemistry and psychology by providing classrooms, computer rooms, a 70-seat lecture hall, a curriculum center for educational studies, laboratories for chemistry and psychology, and animal housing quarters. Targeting *LEED Gold Certification*. Project Architect.

#### **Clemson University Sandhill Research and Education Center, Pontiac, SC**

A master plan for the new use of an existing 500-acre campus: to house Clemson's Institute for Economic and Community Development which serves to foster high learning, collaborative research and the relevant application for economic and community development for the State of South Carolina, addressing modern land use and responsible economic and sustainable development in a unique and sensitive ecosystem. Design of a new Research and Education Center. Targeting *LEED Platinum*. Project Architect.

#### **University of Maryland, Clark School of Engineering, Kim Engineering Building, College Park, MD**

Design, lab planning and programming services for 145,000 gsf engineering and applied sciences facility with wet and dry laboratories, classrooms, offices and state-of-the-art clean rooms. Team Architect.

#### **Dan Ryan Woods Environmental Education Center, Chicago, IL**

Design of a new 15,000+ nsf exhibit/education Nature Center and surrounding forest preserve, sited within Chicago's urban park system that will focus primarily on the great geologic history, native ecosystems and human interaction within the Chicago region and northeastern Illinois. Targeted *LEED Platinum*. Sustainable Design Specialist.

## **Gregory A. Mella, AIA, LEED AP**

Principal

### **Environmental Education Center, Indian Springs, MI**

Educational center and site restoration for the Huron-Clinton park system. Sustainability Consultant.

### **University of Connecticut Sustainable Design Guidelines, Storrs, CT**

Development of design and master plan guidelines to promote sustainability throughout the campus. Sustainability Consultant.

### **U.S. District Federal Courthouse, Washington, DC**

517,000 sf renovation/addition to historic federal courthouse. Includes judicial facilities, offices and parking garage. Team Architect

### **1717 Pennsylvania Avenue, NW, Washington, DC**

Renovations to existing 190,000 sf building including a new streetscape, new facade, new public areas with high quality finishes and new HVAC system. Includes upgrade to comply with code requirements for fire/life safety and ADA. Team Architect

### **MCI Center Sports Arena, Washington, DC**

\$175 million, 20,300 seat arena for Washington's professional hockey and basketball teams. Program includes a sports museum, 400 underground parking spaces, 110 luxury suites, four levels of shops and restaurants, and pedestrian terraces. Team Architect.

### **2033 K Street, NW, Washington, DC**

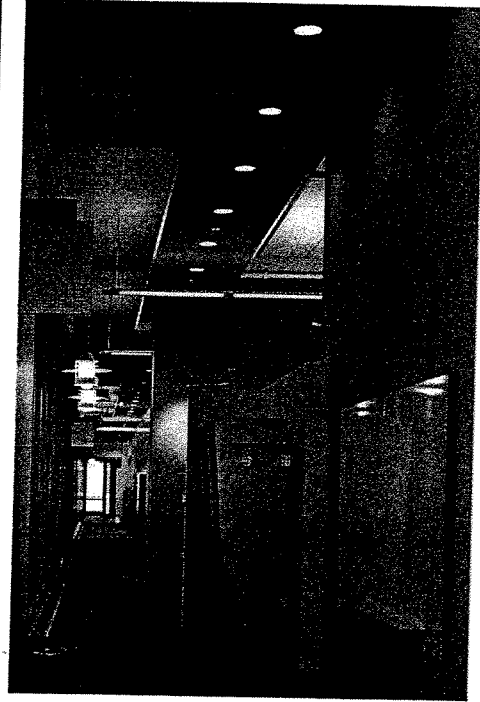
Interior and exterior renovation of office building. Team Architect

### **Levine School of Music, Washington, DC**

Adaptive reuse of the 1907 Carnegie Institute Geophysical Laboratory for music institution. Project includes design a 30,000 sf performance training facility to include a 300-seat recital hall in addition to restoration of the 32,000 sf historic landmark Spanish Renaissance Revival building. HPRB & BZA approvals were required. Team Architect.

## Visteon Village Corporate Headquarters

Van Buren Township, MI



**Construction Cost**  
\$325,000,000

**Size**  
1,041,000 sf - office

**Completion Date**  
2005

**Key Personnel**  
David King  
Project Designer

Suzan Pultorak  
PM Design

James Zwolensky  
PM Construction

**Reference**  
Ms. Stacy Fox  
Senior Vice President  
313-775-2760

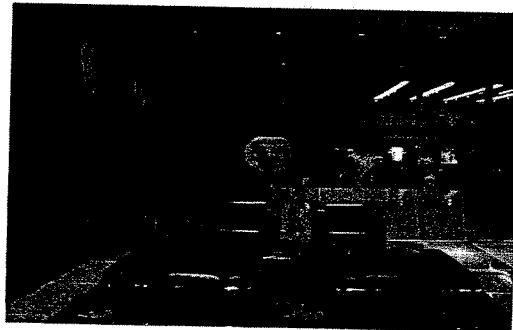
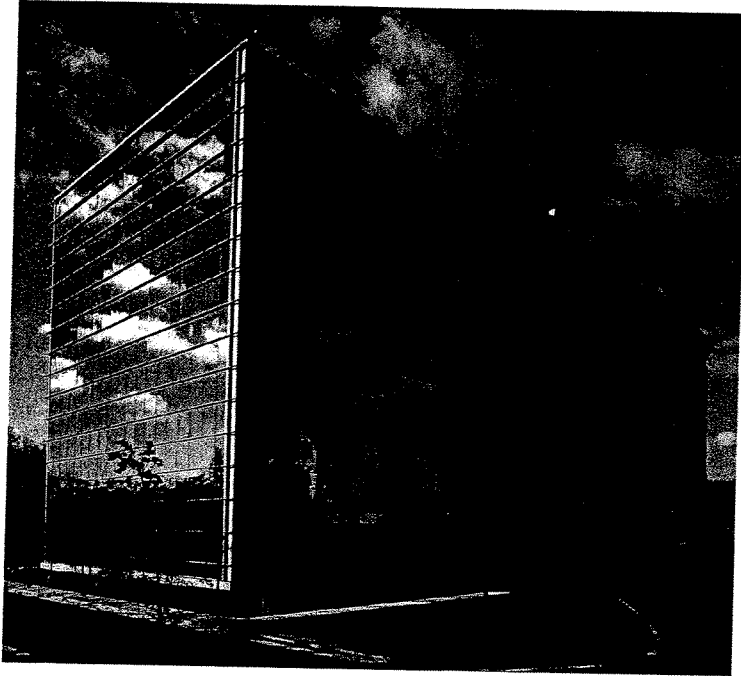
SmithGroup was commissioned to create the corporate headquarters complex in the form of a village for Visteon Corporation, a midwest tier one automotive supplier. The 265-acre village, which acts as a community, is a unique concept in the creation of headquarters. The community includes administrative offices, development/delivery areas, technology/laboratory areas, support space, amenities and building support.

The village is organized by a series of outdoor spaces: three entry courts, Main Street, a piazza and promenade. Sandwiched between the street and promenade about one half of the office space has direct views toward the lake. Laboratory space and the remainder of the office space line the north side of the street, forming intimate work neighborhoods for customer and product-focused employee teams. Vertical circulation, building support cores and conference/training spaces are located in small towers whose placement mitigates the perceived scale of the complex. An atrium lobby at the south end of the visitor entry court functions as the village's living room, providing access to administrative offices, support functions and the stairway leading to the water's edge. The lakefront piazza contains the dining hall, customer presentation room, auditorium and an iconic campanile - the villages' vertical focus. The collage of building forms results in a contemporary exuberant environment - a village.

Targeting Certification, U.S. Green Building Council Leadership in Energy and Environmental Design (LEED™).

## Mitretek Systems Corporate Headquarters

Fairfax, VA



**Construction Cost**  
\$14,000,000

**Size**  
250,000 sf - office

**Completion Date**  
2001

**Key Personnel**  
David King  
Project Designer

Edward Garcia  
Project Manager

**Reference**  
Mr. Mark Smith  
Director, Security and  
Facilities Operations  
703-610-2701

Mitretek is a non-profit systems engineering company providing applied science and technology services. Design for the headquarters expresses the company's dual identity as both austere non-profit and confident industry leader. It is oriented and detailed to be a landmark, especially when viewed from the Capitol Beltway. Two distinct forms — a refined glass cube and a precast and ribbon window shell — are composed in a layered assemblage. The tension between these two surfaces, which simultaneously reveal and conceal, is exploited to articulate edge, surface, depth, and permeability. Sited on 1/3 of a gently sloping site within a wooded flood plain and canopy of trees, this building preserves the green character of the landscape as an amenity for employees and a buffer for neighbors.

The 250,000 sf headquarters occupies eight stories in suburban Fairview Park. It includes offices and research laboratories, a conference center, cafeteria, daycare center, and other employee amenities.

**Gregory A. Mella, AIA, LEED AP**

Principal

**Environmental Education Center, Indian Springs, MI**

Educational center and site restoration for the Huron-Clinton park system. Sustainability Consultant.

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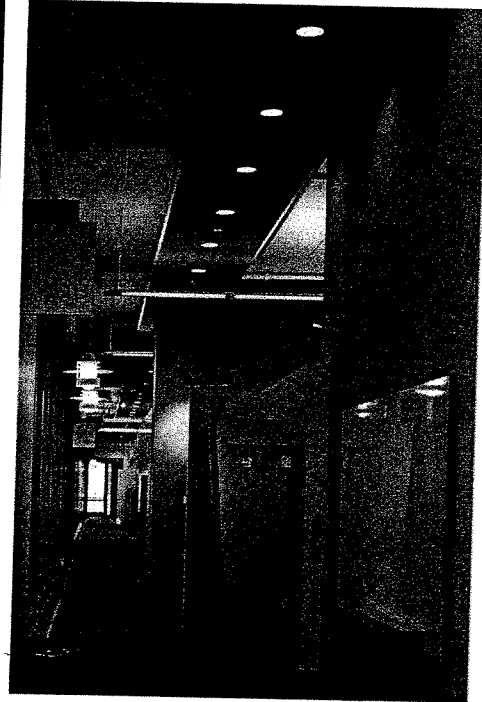
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**Size**  
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**Completion Date**  
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James Zwolensky  
PM Construction

**Reference**  
Ms. Stacy Fox  
Senior Vice President  
313-775-2760

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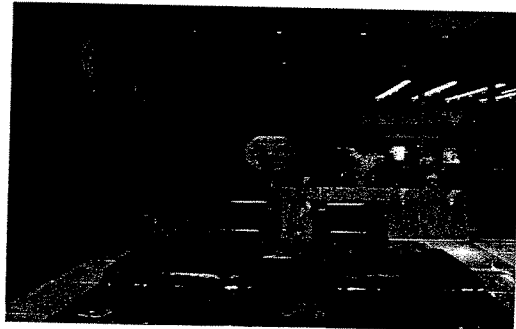
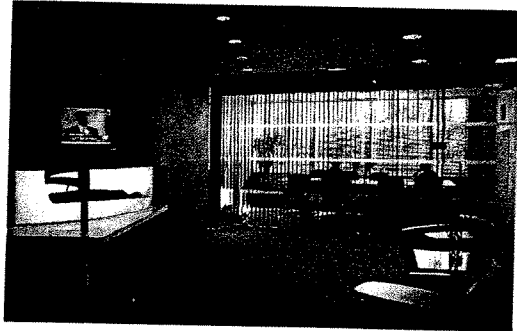
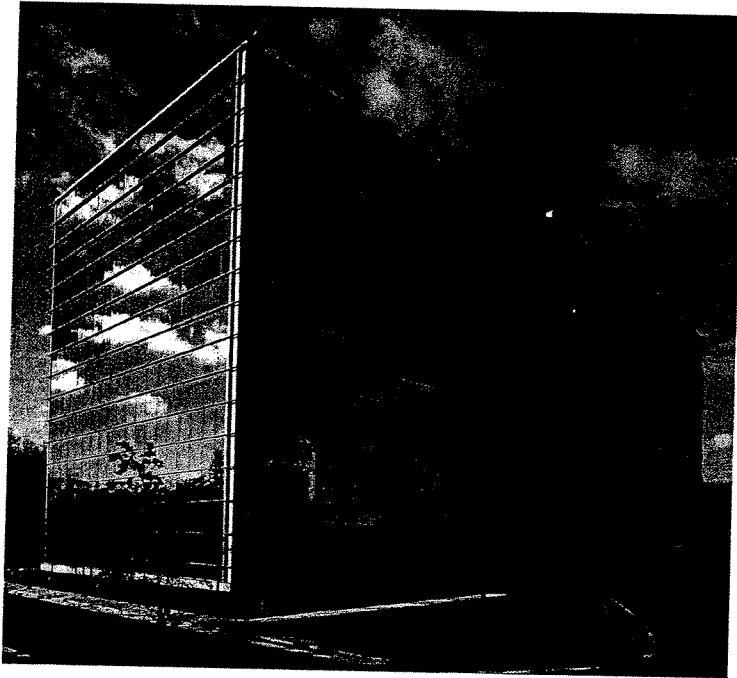
The village is organized by a series of outdoor spaces: three entry courts, Main Street, a piazza and promenade. Sandwiched between the street and promenade about one half of the office space has direct views toward the lake. Laboratory space and the remainder of the office space line the north side of the street, forming intimate work neighborhoods for customer and product-focused employee teams. Vertical circulation, building support cores and conference/training spaces are located in small towers whose placement mitigates the perceived scale of the complex. An atrium lobby at the south end of the visitor entry court functions as the village's living room, providing access to administrative offices, support functions and the stairway leading to the water's edge. The lakefront piazza contains the dining hall, customer presentation room, auditorium and an iconic campanile - the villages' vertical focus. The collage of building forms results in a contemporary exuberant environment - a village.

Targeting Certification, U.S. Green Building Council Leadership in Energy and Environmental Design (LEED™).

**SMITHGROUP**

## Mitretek Systems Corporate Headquarters

Fairfax, VA



**Construction Cost**  
\$14,000,000

**Size**  
250,000 sf - office

**Completion Date**  
2001

### Key Personnel

David King  
Project Designer

Edward Garcia  
Project Manager

### Reference

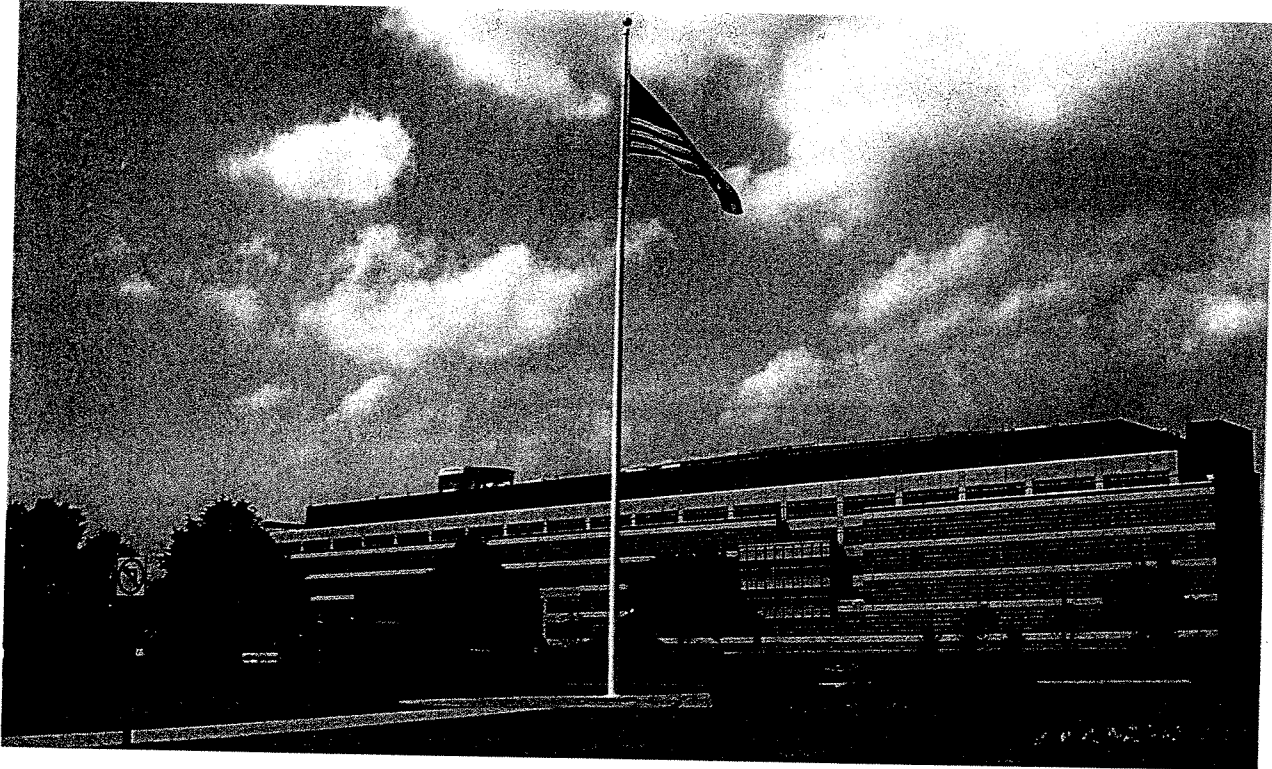
Mr. Mark Smith  
Director, Security and  
Facilities Operations  
703-610-2701

Mitretek is a non-profit systems engineering company providing applied science and technology services. Design for the headquarters expresses the company's dual identity as both austere non-profit and confident industry leader. It is oriented and detailed to be a landmark, especially when viewed from the Capitol Beltway. Two distinct forms – a refined glass cube and a precast and ribbon window shell — are composed in a layered assemblage. The tension between these two surfaces, which simultaneously reveal and conceal, is exploited to articulate edge, surface, depth, and permeability. Sited on 1/3 of a gently sloping site within a wooded flood plain and canopy of trees, this building preserves the green character of the landscape as an amenity for employees and a buffer for neighbors.

The 250,000 sf headquarters occupies eight stories in suburban Fairview Park. It includes offices and research laboratories, a conference center, cafeteria, daycare center, and other employee amenities.



## Addition to the Defense Intelligence Analysis Center Washington, DC



**Construction Cost**  
\$100,000,000

**Size**  
450,000 sf - office

**Completion Date**  
2005

**Key Personnel**  
David King  
Design Principal

Cynthia Johnston  
Project Manager

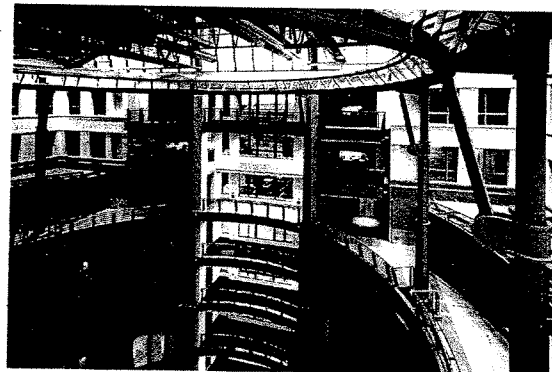
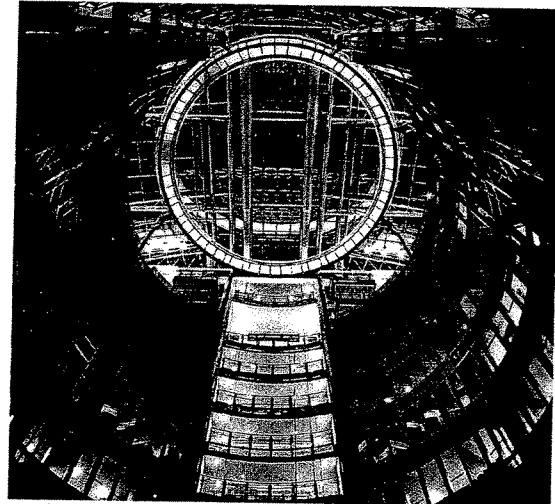
**Reference**  
Rear Admiral James  
Manzelman  
202-231-2740

For the Department of Defense, SmithGroup provided complete planning, architecture and engineering design for a new office facility of 450,000 square feet. Nearly finished, the building will house an agency that has seen the development of a vastly different array of technologies and working environments involved in its primary mission. While creating a work environment that fosters efficiency and accommodates new technologies, the design also strives to project a new signature expression of this particular DOD mission.

The new facility also enabled the agency to put a new doorway onto an enormous facility comprising both the new and an existing building, also designed by SmithGroup in 1984. Although the facility is a highly secure building that meets the most stringent DoD requirements, the client nonetheless wanted it to convey a positive, open, supportive image. Designers helped achieve this with extensive use of glass and a large, welcoming lobby space. More "public" features are located on the ground floor, including ample education, training and conference spaces. A gallery describes the organization's historical achievements, and a memorial garden commemorates the victims of September 11, 2001. Trees and a novel stormwater management system are integrated into the building security design creating an attractive solution to a challenging issue.

## 555 12th Street

Washington, DC



**Construction Cost**  
\$80,000,000

**Size**  
1,200,000 gsf - office

**Completion Date**  
1998

**Key Personnel**  
David King  
Principal-in-Charge

**Reference**  
Mr. Mark Adamo  
Manulife Real Estate  
416-926-5500

SmithGroup was commissioned to provide base building architectural design services for a 1,145,000 gsf headquarters building to house the largest law firm in Washington, DC, Arnold & Porter. The building also includes 120,000 sf of retail space. A full block project, 555 12th Street is located in the heart of the city's central business district. The building features an 11-story atrium with the top three floors enclosed to accommodate 5,000 sf of executive conference space and meeting rooms. A skylit-covered walk leads from the 12th floor to an outdoor roof terrace.

The building is designed with a traditional division of base, shaft and top. The base provides pedestrian scale and liveliness for the downtown retail streetscape. The shaft provides a visually cohesive form for the great mass of the building while exhibiting a complexity of shape through the play of light and shade on the bay windows. The configuration of the outside wall was designed to create uniquely shaped private offices with bay windows which provide maximum light and view to office tenants. The upper floors and cornice provide a strong termination that completes the building form against the sky.

**SMITHGROUP**

## St. Mary's College of Maryland New Academic Building

St. Mary's City, MD



**Construction Cost**  
\$21,000,000

**Size**  
63,000 gsf

**Completion Date**  
2005

**Key Personnel**  
Greg Mella  
Project Manager

David King  
Principal-in-Charge

**Reference**  
Mr. Chip Jackson  
Director of Facilities  
240-895-4412

SmithGroup was selected as architect, engineer, and laboratory planner for a pilot green building at St. Mary's College of Maryland, one of the top public liberal arts colleges in the nation according to U.S. News and World Report.

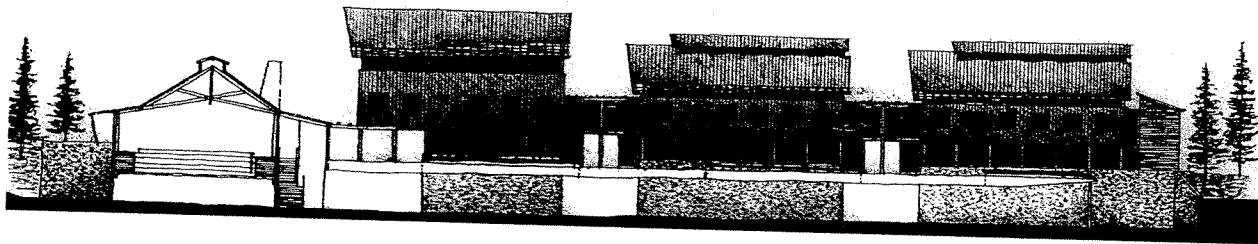
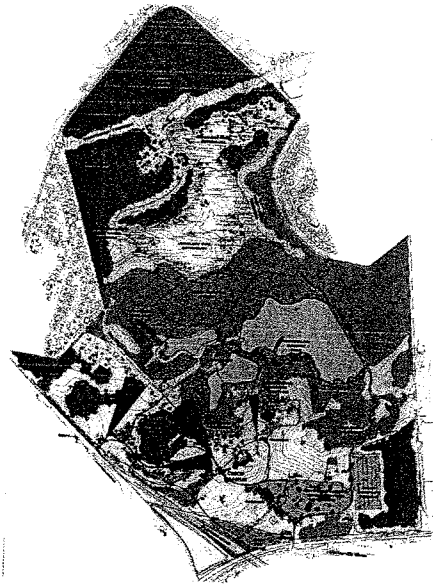
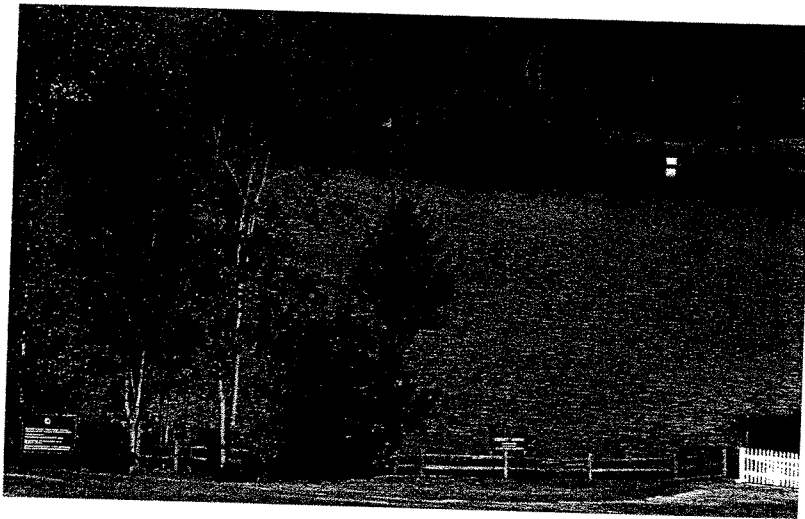
The building is expected to be the first at St. Mary's to earn a silver rating for Leadership in Environmental Engineering and Design (LEED™) from the U.S. Green Building Council, the organization which measures sustainability in the building industry. The academic building is also the first state-owned facility to attempt LEED certification in accordance with Maryland Governor Parris Glendening's executive order on sustainable design.

The new facility will create a 53,000 sf, state-of-the-art chemistry and psychology teaching and research laboratory for St. Mary's College of Maryland. The building will support the study of chemistry and psychology, providing classrooms, computer rooms, a 70-seat lecture hall, a curriculum center for educational studies, laboratories for chemistry and psychology, and vivarium. Plans also include offices for thirty six faculty and staff members.

**SMITHGROUP**



**Clemson University,  
Sandhill Research and Education Center**  
Pontiac, SC



**Cost**  
\$10,000,000

**Size**  
55,000 gsf  
500 acres - open space

**Completion Date**  
2006 est.

**Key Personnel**  
Greg Mella  
Project Manager

David King  
Principal-in-Charge

**Reference**  
Mr. Gerald Vander Mey  
Director of Campus  
Planning  
864-656-2010

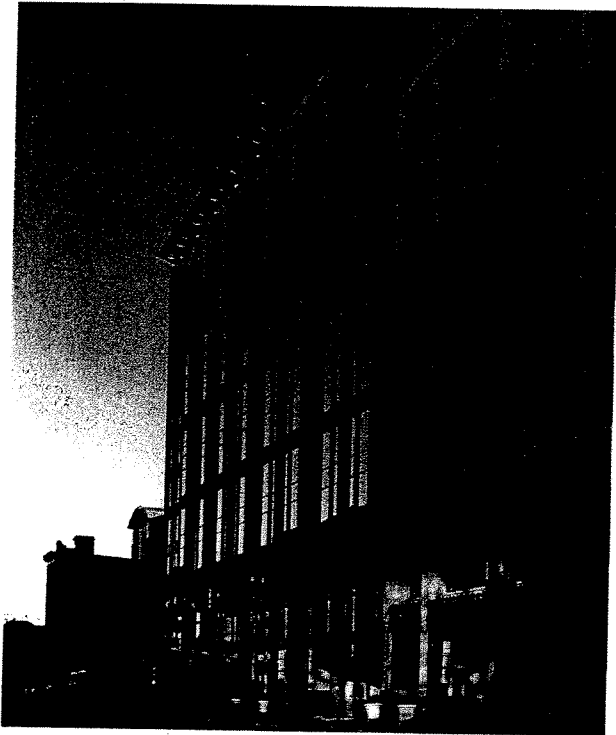
Founded in 1926, the Sandhill Experiment Station originally served as Clemson University's agricultural and horticultural research campus, located just outside of Columbia, South Carolina. As the economy of South Carolina shifted from its agricultural roots, the focus of the campus evolved to address modern land use and responsible economic and sustainable development. SmithGroup is designing the master plan for a new use of this existing campus: to house Clemson's Institute for Economic and Community Development which serves to foster high learning, collaborative research and the relevant application for economic and community development for the State of South Carolina.

The 500-acre campus is comprised of agricultural research fields and historic structures, with an undeveloped core of Sandhill woodlands – a unique and sensitive ecosystem reflective of the once coastal nature of the site. The planned development for the new campus will serve as a model for responsible development while showcasing environmental conservation.

SmithGroup's involvement extends beyond the master plan to include the programming and design of a new 30,000 square foot conference center. Targeting a LEED™ Platinum rating, the new center will serve to foster collaborative research and learning while embracing the unique spirit of the Sandhill site. The development of the master plan, building program, and building design have been woven together to form a single process – centered on collaboration. By engaging the communities that comprise and surround the new campus in an inclusive, exciting and energetic process, SmithGroup will create a singular vision for the future of the Sandhill site. The final design will serve as a model for responsible development, and the design process as a model for the communities of South Carolina faced with many of the same challenges as the Sandhill.

**SMITHGROUP**

**Terrell Place**  
**575 7th Street, NW**  
 Washington, DC



**Construction Cost**  
 \$55,000,000

**Size**  
 600,000 gsf - office  
 50,000 - residential  
 30,000 - retail

**Completion Date**  
 2003

**Key Personnel**  
 Esther Simon  
 Project Manager

**Reference**  
 Mr. Robert Carr  
 President  
 Carr America  
 202-729-1754

575 7th Street is the development of nearly three-quarters of a block in an emerging neighborhood in Washington, DC. Situated within a complex zoning district that includes historic structures, a new collection of art galleries, entertainment retail, the Smithsonian Institution, and residential growth, the project comprises 600,000 square feet of commercial office space, 30,000 square feet of arts, retail, and 50,000 square feet of loft residential units.

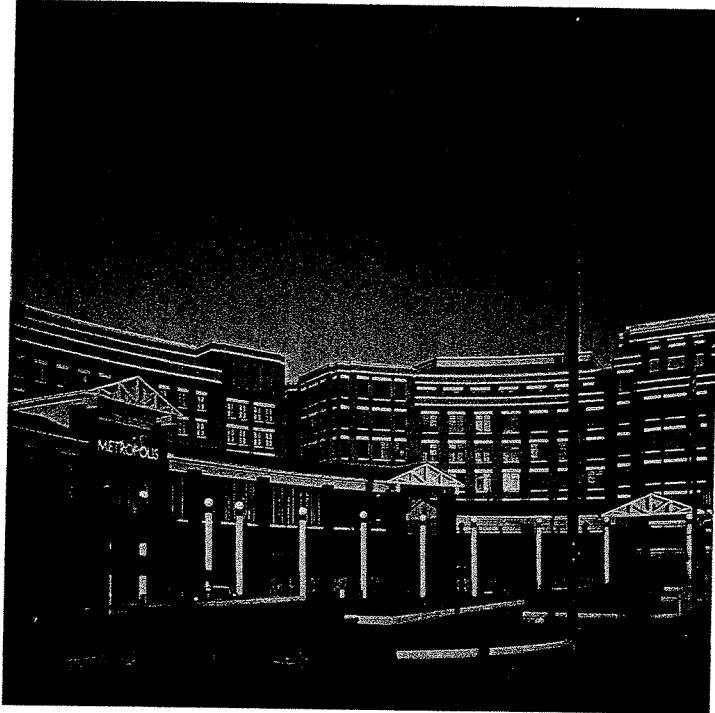
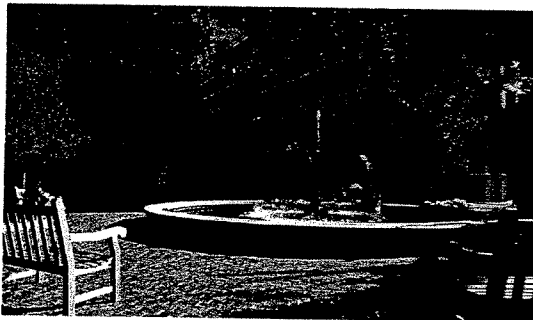
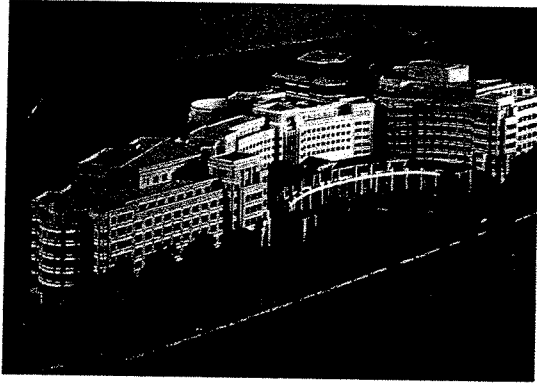
The north end of the project is anchored by the progression of buildings that housed the department store known as Hecht's. The main landmark is an 8-story, 1924 Neo-Gothic, white terracotta building with rich detailing, which was designed by Jarvis Hunt, the nationally prominent department store architect. Two new additions to this structure are meant to abstract the vertical expression in a series of projecting glass planes. These planes are organized in an offset composition that represents a growth out of the existing building, linking the old and the new. The framework of the addition is a grid of precast concrete with taut 2-story glazed openings, which recall the proportions of the department store's higher floor-to-floor heights. A curved metal cornice caps the addition in a modern interpretation of the Islamic arches of the 1926 building.

The south end of the project features a residential tower rising from a four story commercial building. Based on other extruded building precedents, the new 6-story building addition rises to 10 stories from the exiting 4-story façade. The Neo-Classical vocabulary of a 1909 renovation by Appleton Clark, Jr., is simplified in a precast concrete frame with large openings and aluminum colonettes to reinterpret the cast iron language below. A new 1-story infill and glass elevator tower beyond create the building entrance. The tower serves as a beacon and represents the modern clarity of the loft unit design within.

# **King Street Station**

## **Urban Design / Planning**

Alexandria, VA



**Construction Cost**  
\$75,000,000

**Size**  
943,000 sf

**Completion Date**  
1993

**Key Personnel**  
David King  
Principal-in-Charge

Russell Perry  
Project Manager

**Reference**  
Mr. Robert Carr  
President  
Carr America  
202-729-1754

SmithGroup provided master planning, architectural and landscape design services for this phased mixed-use development. SmithGroup provided a new master plan for this 943,000 sf complex and designed the remaining office, hotel and retail components, as well as below grade parking for 1200 cars. The resulting plan is organized around generously landscaped plazas and walkways which encourage pedestrian use. A large crescent-shaped plaza is formed by the 260-room hotel and two flanking office structures, with a colorful retail pavilion projecting from their bases. A second plaza, between the new structures and two existing office buildings, is punctuated by a dramatic fountain court. Reflecting grand European facades of the nineteenth century, the buildings of the crescent are detailed with cast stone bases and a variety of ornamental brick and stone trim.

King Street Station was honored by a National Association of Industrial and Office Parks (NAIOP) National Design Award.

**SMITHGROUP**



A. Morton Thomas and Associates, Inc.

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A. MORTON THOMAS and Associates, Inc. (AMT) has been providing civil and environmental engineering, surveying, planning, construction inspection, and landscape architectural services to a wide variety of both public and private clients since 1955. The firm's practice focuses on a knowledge of principles applied to land use and environmental concerns. With over 160 employees, operating from headquarters in Rockville, Maryland and branch offices in Baltimore, Maryland and Richmond, Virginia, AMT has immediate access to the Baltimore-Washington Metropolitan Area and provides related geographic and technical coverage in the planning, surveying, landscape architecture and engineering sciences. The firm is prepared to provide services on any phase of project activity including the preparation of preliminary and final designs, master planning services, contract drawings, specifications, quality planning services, and cost estimates to the provision of expert engineering advice and inspection during construction.

### **FIRM PROFILE**

AMT's seasoned professionals and technical designers bring the necessary complement of civil and environmental engineering, planning, landscape architectural, permitting, and surveying expertise to all projects. The firm has the experience and resources to ensure the development of cost-effective designs, and to conform to and enhance project planning efforts. The firm's members maintain and continually demonstrate their extensive familiarity with planning, surveying, engineering, and regulatory processes affecting land development and site renovation in the Mid-Atlantic region. AMT staff utilize the firm's comprehensive engineering and regulatory library to provide clients with projects that are designed in accordance with the most recent regulatory requirements utilizing today's technologies. AMT also maintains and utilizes a library of computer software which provides the project managers the needed resources to give clients designs that are developed cost-effectively and with optimum sensitivity to project delivery schedules and mileposts.





# JERRY C. KAVADIAS, P.E., LEED PRINCIPAL

A. Morton Thomas and Associates, Inc.

## ROLE:

Civil Project Manager

## YEARS EXPERIENCE:

Total: 20 With Firm: 15

## REGISTRATIONS:

Professional  
Engineer/MD/16893  
Professional Engineer/DC/9824  
Professional  
Engineer/VA/023076

## EDUCATION:

BS/1984/Civil Engineering

Mr. Kavadias has over 20 years of experience in civil engineering and site development assessment, planning, design, and construction phase services. His expertise includes site development, infrastructure planning and design, land planning, land use controls, as well as the design of environmental controls such as stormwater management and erosion and sediment control facilities; and drainage system design. He has also provided coordination and permitting services through various state, federal, and local agencies including the Maryland Department of the Environment, the Maryland Department of Natural Resources, the Maryland State Highway Administration, and the US COE. His representative projects include:

- **L'Enfant Plaza Redevelopment**, Washington, DC: Civil engineering associated with the multi-year effort for the redevelopment of L'Enfant Plaza that involves the master planning of the new development, demolition of the existing plaza, and design and construction of three new buildings that may comprise approximately 800,000 gross square feet of combined office, retail, and residential components. The relocation of the DC Children's Museum and rebirth as the National Children's Museum will serve as the primary tenant and focal point of this redevelopment plan. The initial effort includes the master planning and approval of the new center for which analysis of alternate development schemes, existing infrastructure and traffic movements, and proposed space allocation requirements. The secondary effort in the new development will be for the National Children's Museum located with the central building, entirely within the plaza area and the lower promenade levels. This building will contain approximately 283,700 square feet of Museum, commercial offices, and retail galleries, and will include the complete redevelopment and reconstruction of the plaza, hotel entrance drives and pedestrian ways. New bus parking facilities and a new entrance to the parking lots will be required on the street level of Tenth Street. Concurrently, a multi-story office building will be designed and constructed, comprising 237,000 square feet of gross space to the north of the existing Loew's Hotel in the air rights' over Ninth Street with new connections to the existing Metro Station. The third concurrent endeavor will be to design and construct a residential high rise on the south side of the Loew's Hotel, also in the air rights over Ninth Street, comprising approximately 265,000 gross square feet of space.
- **Waterside Mall Development**, Washington, DC: Project Manager for comprehensive civil engineering and surveying services in support in connection with the Waterfront Development. This project is an adaptive re-use and expansion of the 1,150,000 square feet of office and retail space. The final development of Waterfront will include approximately 2 million square feet of office, 100,000 square feet of retail and 400,000 square feet of residential space. Services provided included design of roadway, SWM, drainage, erosion/sediment control and utilities, as well as coordination with DC permitting agencies including the DC Soils Resources Branch and the DC Department of Health.
- **Pennsylvania Plaza Development**, Washington, DC: Provided design of drainage facilities, erosion and sediment controls, and utility systems for this commercial development projects.
- **Census Bureau Headquarters**, Suitland, Maryland: Principal in Charge of civil engineering for construction of the new, LEED certified, headquarters facility of the US Census Bureau. The offices and related special purpose facilities are structures totaling approximately 1.5 million gross square feet, and approximately 1 million square feet of structured parking to be built in four phases.
- **Shady Grove Education Center III/ Center for Advanced Research in Biotechnology Sustainable Site Design (LEED Gold Applicant)**, Rockville, MD: Provided sustainable site design for the construction of a new 140,000 gross square foot (GSF) Biotechnology Research Building on the USM Shady Grove Campus. Provided schematic design and construction documents for demolition of site features and relocation of utilities presently crossing the site, layout and grading associated with the building, parking, and site improvements, water, sewer and drainage/utilities connections; on-site stormwater management quality control, and permitting.
- **NOAA Satellite Operations Facility Sustainable Site Design (LEED Silver Certification)**, Suitland, Maryland: Directed field survey; development of Sediment and Erosion Control drawings; preparation of documentation required for stormwater management applications and low impact development design; development of the open space areas as a contractor staging area; connection to sanitary and water system, permitting and coordination of plan review; and development of site plans to include roads, loading areas and grading plans which avoid development of inappropriate sites and minimize negative impacts to the environment.

# NAVY YARD METRO CENTER

## PROJECT DESCRIPTION

A. Morton Thomas and Associates, Inc. provided surveying and comprehensive civil engineering services for this project including a seven storey, 293,000 square foot building on an approximately 45,000 square foot site. Services provided include:

- Stormwater management assessment including coordination with the DC Department of Health.
- Review of existing water and sewer conditions with DC WASA, meeting with Public Space representatives to determine anticipated requirements for improvements with the street right of ways
- Preparation of grading plans
- Preparation of layout and horizontal control for the site elements outside the building footprint to facilitate grading, construction of entrances, curbs, sidewalks, and site utility structures
- Preparation of utility plans including new fire and domestic water, sanitary sewer, and storm drainage system
- Preparation of stormwater management design, complete with facility hydrologic and volumetric design. The SWM design consisted of a sandfilter placed below 1st floor grade to treat the new roof stormwater runoff to accomplish water quality & quantity control. The sandfilter is also used for parking garage wash-down runoff. The Environmental Permits for this structure were obtained from the Department of Consumer and Regulatory Affairs, Soils Resources Branch, Storm Water Management Division. The sandfilter outfalls into an existing 12" combined sewer located on "L" Street.
- Preparation of sediment and erosion control plans designed per the Washington, D.C. Soils Resources Branch Stormwater Management Division Erosion and Sediment Control Handbook. Sump pits and portable sediment tanks were the primary method of E/S control because the site had large excavation in order to construct below-grade parking. Preparation of detail sheets for all site civil elements including curbs, sidewalks, driveways, utilities and paving
- Construction phase services including six (6) site visits during construction, response to RFIs, and review of submittals/shop drawings
- Permit acquisition for public space, stormwater management, erosion/sediment control and new water and sewer utilities.

### LOCATION

Washington, DC

### SERVICES PROVIDED

Field Investigation of Existing  
Conditions

SWM Design

Coordination with DC Agencies

Grading and Layout

Utility Investigation and Design  
Construction Phase Services

### REFERENCE

Spaulding & Slye

1717 Pennsylvania Avenue

Washington, DC 20007

Art Frye

202-478-2375

### CONSTRUCTION COMPLETION

2002

# AMT

Morton Thomas and Associates, Inc.

## Michael Vergason Landscape Architects Ltd.

Michael Vergason Landscape Architects (MVLA) is a design-oriented firm that, through their site planning and landscape architecture, emphasize a seamless integration of the built and natural environment. Michael Vergason trained at the University of Virginia in undergraduate school as an architect and in graduate school as a landscape architect. His education continued at the American Academy in Rome, where he was a 1980 Rome Prize Fellow.

Mr. Vergason maintains a small firm in order to retain personal involvement in all projects. The garden environment in which the firm operates maintains a close collaboration with nature in all seasons. Projects are designed and executed with care and craft.

MVLA is involved in a broad range of project types, including institutional, commercial, and residential projects. Past work ranges from master planning to detailed design, and from private homes to large-scale international projects of high visibility. Their diversified and continuing client base reflects the firm's focus on personal services and high quality design.

Current projects include a number of campus plans including work at Johns Hopkins University, The University of Virginia, and The University of Notre Dame. MVLA is working on the new Admissions Building and new Museum at Trinity College in Hartford. At Princeton University, MVLA has completed the Wallace School of Social Science and The Friend Center.

Institutional work includes ongoing planning and design for the National Cathedral, the recently completed Pope John Paul II Cultural Center, and work on a number of significant archaeological sites in Jordan and Cyprus including World Cultural Heritage sites at Petra and Kouklia.

Recent commercial projects include the Gannett/USA Today Headquarters; the American Association for the Advancement of Science Headquarters, IBM/Park Tower Rock Spring, and the International Trade Center Barcelona. MVLA is also working on a number of private residences throughout the country.

Vitae

## E. Michael Vergason

Principal

### Education

- 1979 Fellow, American Academy in Rome
- 1976 Master of Landscape Architecture Degree, University of Virginia
- 1972 Bachelor of Science in Architecture Degree, University of Virginia

### Professional Societies & Boards

- Fellow, American Society of Landscape Architects
- Monticello Burial Grounds Advisory Panel

### Awards

- 2004 AIA Baltimore Design Awards: WCA/Bronx Master Plan
- 2004 Tucker Awards for Design Excellence: Trinity College Admissions & Career Services Ctr.
- 2003 Inform Honor Award: Gannett/USA Today Headquarters
- 2002 Potomac & Maryland ASLA Honor Award: Gannett/USA Today Headquarter
- 2002 Potomac & Maryland ASLA Honor Award: Caplan Residence
- 2002 Potomac & Maryland ASLA Merit Award: John Hopkins Homewood Campus
- 2001 Inform Award: MVLA Studio
- 1999 Inform Award: Lumia Residence
- 1996 Potomac & Maryland ASLA Honor Award: Huntsville Golf Club
- 1996 Potomac & Maryland ASLA Merit Award: Terkowitz Residence
- 1996 Potomac & Maryland ASLA Innovation Award: Terkowitz Residence
- 1995 Potomac & Maryland ASLA Honor Award: Columbus Law School Fellow

### Professional Registration

- Commonwealth of Virginia
- State of Maryland

### Juror

- 2003 Silver Spring Town Square Design Competition
- 2002 Center Plaza, Downtown Partnership of Baltimore
- 1994 Anacostia Waterfront National Competition
- 1993 Residential Design Awards, Landscape Architecture Magazine
- 1990 Chair, Rome Prize Jury

### Articles

- Landscape Architecture Magazine: Sept 2000, April/May 1999, May 1993, August 1992, May/June 1991; Landscape Architect: July 2004; Building Stone Magazine: April/May/June 2004; Architectural Record: May 2002; Modulus Journal: 1982

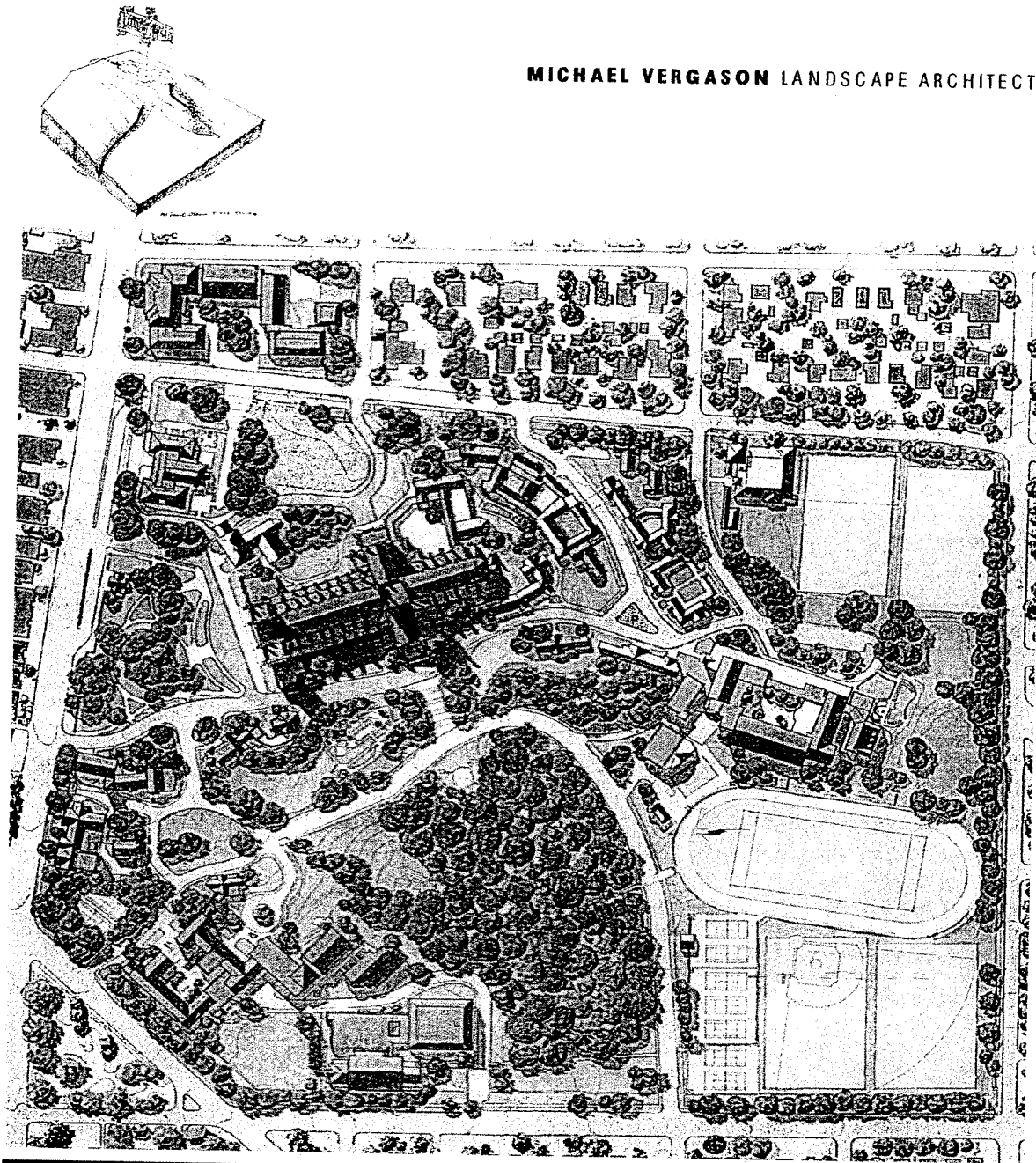
### Teaching and Lectures

- UVA Vicenza Program, Harvard University, Dumbarton Oaks, The Catholic University of America, Cornell University, Kansas State University, The University of Virginia, The University of Maryland, The University of Illinois, Pennsylvania State University, Colorado State University.

### Exhibits

- Harvard University, Boston, Massachusetts.
- Phillipe Bonafonte Gallery, San Francisco, California
- The American Academy in Rome
- The Pennsylvania Avenue Development Corporation, Washington, DC

MICHAEL VERGASON LANDSCAPE ARCHITECTS



**THE NATIONAL CATHEDRAL**

Washington, D.C.

Work began on The National Cathedral in 1995 with the development of the Master Plan for the Close with Torti Gallas and Partners, Inc. The Master Plan provides a framework that balances the needs of the Cathedral and the four schools of the 57-acre Close with the impact of substantial visitation and the Cathedral's fundamental purpose of worship. The work was keyed closely to the "carrying capacity" of the site and measured carefully against the Olmsted Brothers 1910 and 1924 Master Plans. MVLA continues to serve as the Landscape Architect for All Hallows Guild, which has resulted in multiple projects at a range of scales including The Bishop's Garden, The College of Preachers Garden, The Herb Cottage Garden, and a new outdoor amphitheater completing the third phase of the Olmsted Woods Restoration. In addition, designs for a 400 car garage under the North Lawn developed with Smith Group are currently under construction.

Reference:  
Dede Petri  
President, All Hallows Guild  
National Cathedral  
(202) 467-6787 x106



### Firm Profile

Sustainable Design Consulting is a sole-proprietorship of Sandra Leibowitz Earley, a consultant with over a dozen years of advanced experience in sustainable design, including recognized expertise in green building materials, specifications and the LEED Green Building Rating System™. Sandra has provided sustainable design consulting services for over 70 projects, including over 60 LEED-related projects, has authored and co-authored a number of sustainable design articles and books, and has presented nationally on sustainable design topics.

Sustainable Design Consulting is 100% woman-owned, has been certified as a woman-owned Minority Business Enterprise by the State of Maryland Department of Transportation (Certification #05-059) and has applications pending for U.S. Small Business Administration and HUBZone designations. Sustainable Design Consulting operates from two offices: Richmond, Virginia and Silver Spring, Maryland.

The Sustainable Design Consulting team provides a range of services, customized to each client's goals and project parameters:

- Green building technical consulting: Project-specific and general consulting on planning, site design, water, energy, materials and indoor environmental quality issues for sustainable design and operations. Reports and presentations.
- Sustainable design assessment and drawing review: Project review at any stage for sustainable design opportunities and areas of concern. Recommendations and design guidance based on project goals and constraints.
- Specifications review and editing: Expert review of outline or fully-developed project specifications incorporating LEED/ green building criteria. Initial review with section-by-section recommendations or full green specifications editing for Divisions 1-16.
- LEED Green Building Rating System™ (all versions) consulting including feasibility assessment, project goal-setting, design integration, technical consulting, project management, documentation coordination and submission to USGBC for certification. Commercial, institutional, and multi-family residential projects.
- Green building and operations guideline development: Preparation of guidance documents of any length for any intended audience.
- Lectures, workshops and trainings: Conference and small group presentations, project team workshops, professional trainings.

The combined Sustainable Design Consulting team is currently comprised as follows:

- Sustainable Design Consultants: 4
- Sustainable Design Researchers: 1
- Administrative: 1
- **Total Personnel: 6**



**Sustainable Design**

*Consulting*

1606 West Grace Street Richmond, VA 23220

P: 804-254-3880 F: 866-589-7790 [www.sustaindesign.net](http://www.sustaindesign.net)

### **Sandra Leibowitz Earley, Principal**

Sandra Leibowitz Earley draws from her years of advanced experience with dozens of sustainable design projects and organizational programs to serve developers, architects and builders with expert green building/ LEED consulting and process management, customarily delivered with a high level of professionalism and responsiveness to client needs. Sandra holds a Master of Architecture degree with a concentration in sustainable design from the University of Oregon, where she held the position of Co-Director of the Solar Information Center.

Prior to founding Sustainable Design Consulting, was Sustainable Design Specialist for three Washington, DC-area architecture and consulting firms, including Hellmuth, Obata + Kassabaum, PC, EDG Architects and Natural Logic, Inc., integrating green building design and operations concepts into commercial, institutional and multi-family residential projects of varying size and complexity. In total she has worked on over 70 green building projects, including over 60 LEED-related projects.

Sandra has co-authored guidance documents such as the 1998 edition of the *HOK Sustainable Design Guide*, the 1999 edition of *GreenSpec: the Environmental Building News Product Directory and Guideline Specifications* and the USGBC *Toolkit for State and Local Governments*. Her new book, *Ecological Design and Building Schools: Green Guide to Educational Opportunities in the United States and Canada*, is scheduled for release in September 2005. Sandra continues to write and present on a wide-range of sustainable design and development issues and participates locally in a number of green building educational and advocacy initiatives.

### **Education**

Master of Architecture, University of Oregon, 1996

Bachelor of Arts, Double major: Architecture, French, Lehigh University, 1992

### **Registration/ Accreditation**

Registered Architect, District of Columbia, 2005

LEED® Accredited Professional, 2001

### **Sustainable Design Project Experience - Representative List (Federal)**

#### Federal Office Building No. 8, Washington, DC

- LEED Silver-level consulting and project management for rebuilding of existing facility, ongoing.

#### Potomac Yard Office Buildings 1 & 2, Arlington, VA

- LEED Gold-level consulting, project management and specification integration for pair of new 300,000+ sf office buildings, including tenant space 2/3 of which is pre-leased to several office of the U.S. EPA, ongoing.

#### Pentagon Renovation Wedge 3, Arlington, VA

- LEED for Existing Buildings consulting and project management for conversion renovation of major Federal facility, ongoing.

**Wells & Associates, LLC**  
**FIRM QUALIFICATIONS**



W&A offers professional traffic, transportation, transit, parking, pedestrian, and bicycle planning and engineering services to private real estate developers, public agencies, corporations, and institutions nationwide.

W&A provides high-quality, dependable, and personalized service to our clients. The founder, Martin J. Wells, P.E., has 29 years experience as principal of two nationally recognized transportation engineering firms and as Director of Planning for the Metropolitan Transit Authority (VIA) in San Antonio, Texas.

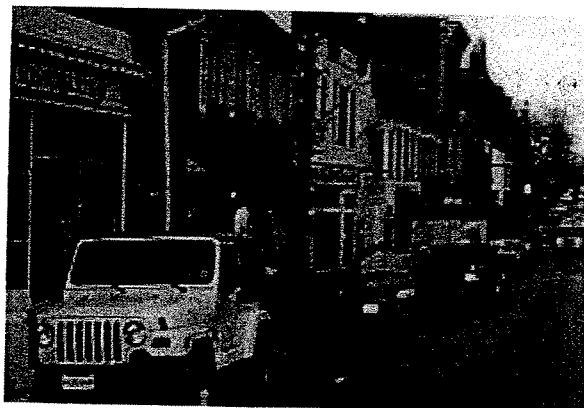
W&A offers services to clients nationwide from offices in McLean, Leesburg, and Manassas, Virginia, Annapolis, Maryland, and Pittsburgh, Pennsylvania.



W&A develops a thorough understanding of our clients' needs, goals, and objectives, and provides the services required to solve problems and achieve these goals.

W&A offers comprehensive transportation planning; traffic impact studies; travel demand management; travel demand forecasting; highway planning/design; parking policy, needs, feasibility, and design; traffic signal warrant analysis and design; transit service planning; transit terminal planning and design services.

W&A has well-established relationships with local agency staff, state transportation officials, planning boards, locally-elected officials, and the development community. We are thoroughly familiar with local agency review processes and transportation study guidelines.



W&A's project managers, engineers, and field personnel have many years of experience that we collectively bring to bear on every assignment. W&A is equipped with the latest computer hardware, software, local standards, and other reference materials. We are thoroughly familiar with the latest and best techniques for solving traffic, parking, transit, pedestrian, and bicycle problems in fulfillment of our clients' requirements.



**TERENCE J. MILLER**  
**VICE PRESIDENT/PARTNER**

**PROFILE:**

Mr. Miller has over 20 years of experience in the traffic and transportation planning fields for both private and public sector clients. This experience includes conducting and overseeing the preparation of traffic impact studies, retail site assessments, signal warrant analyses, site circulation reviews, parking lot layout, parking policy, feasibility analyses, and parking needs studies. In addition, Mr. Miller has been a member of the International Council of Shopping Centers for over fifteen years. As a member of this organization, he has chaired several round table discussions related to the design of shopping centers from a traffic engineering perspective and has made presentations on the design and approvals of shopping centers at ICSC conferences.

**EXPERIENCE:**

**Traffic Impact Studies.** Conducted numerous traffic impact studies for large and small residential, commercial, and mixed-use projects in every major jurisdiction in the Washington Metropolitan area and in over 30 other states. Mr. Miller specializes in the design, operation, and approval of local and regional retail developments throughout the country. This includes preparation of reports and expert testimony in support of rezoning, subdivision, and site plan approvals, and comprehensive plan and proffered condition amendments.

**Large-Scale, Mixed-Use Developments.** Conducted multi-modal transportation studies for a number of million-square foot residential, office, and hotel projects, including Westfields of Fairfax County, Virginia; Broad Run in Loudoun County, Virginia; One Loudoun Center, Broadview, and Loudoun Tech Park in Loudoun County, Virginia; Stanford Industrial Park, Frederick County, Maryland; Saddlevue, Upper Saddle River, New Jersey; Crocker Park in Cleveland, Ohio and Easton Town Center in Columbus, Ohio.

**Travel Demand Management Studies.** Developed travel demand management programs, including group riding, transit, flexible work hour, and other actions, for major development projects in Arlington and Fairfax County, Virginia.

**Retail Traffic and Parking Studies.** Prepared site assessments and traffic impact studies for regional shopping centers including Potomac Mills Mall, Dale City, Virginia; Gurnee Mills Mall, Gurnee, Illinois; New River Valley Mall, Blacksburg, Virginia; Randhurst Mall, Chicago, Illinois; Franklin Mills Mall, Philadelphia, Pennsylvania; Johnson City Mall, Johnson City, Tennessee; Northglenn Mall, Northglenn, Colorado; Ontario Mills Mall, Ontario, California; Military Circle Mall, Norfolk,

**EDUCATION:**

Bachelor of Science, Civil Engineering, Youngstown State University, Youngstown, Ohio, 1984.

**KEVIN D. SITZMAN, P.E.**  
**SENIOR ASSOCIATE**

**PROFILE:**

Mr. Sitzman has eight years of experience in traffic, parking, and transportation planning and engineering. He has worked for public sector clients as well as private real estate developers. This experience includes traffic impact studies, transportation analyses of mixed-use developments, studies of major event venues, travel demand management studies, design and analysis of parking facilities, transit planning, and technical analyses. Mr. Sitzman has provided expert testimony before elected officials, planning bodies, and citizens groups.

**EXPERIENCE:**

**Traffic Impact Studies.** Conducted numerous traffic impact studies for large and small residential, commercial, and mixed-use projects in the Washington metropolitan area and nationwide. This includes preparation of analyses, reports, and expert testimony in support of rezoning, subdivision, and site plan approvals. Local experience includes studies in Loudoun, Fairfax, Arlington, and Prince William Counties, Virginia; Montgomery, Prince Georges, Howard, Anne Arundel, and Frederick Counties, Maryland.

**Mixed Use/Town Center Developments.** Conducted multi-modal transportation studies for large-scale mixed-use residential, office, retail, hotel, and entertainment projects for Loudoun Station, Loudoun County, Virginia; Potomac Yards, Arlington, Virginia; Bethesda Row, Bethesda, Maryland; The Village at Shirlington, Arlington, Virginia; Santana Row, San Jose, California; The Villages of Urbana, Frederick County, Maryland; and Columbia, Maryland.

**Parking Studies/Design.** Conducted parking needs, feasibility, management, and shared-use studies for universities, event centers, and real estate developers, including Auburn University, George Mason University, DeVry University, The John F. Kennedy Center for the Performing Arts, The Mills Corporation, and Federal Realty Investment Trust. Designed or revised parking facility layouts to meet tenant requirements, local statutes, site constraints, and Americans with Disabilities Act requirements.

**Transit Planning.** Identified current ridership patterns and forecasted future ridership demands based on patron surveys and surrounding development potential in conjunction with the planned expansion of the Ballston Metro Station, Arlington, Virginia.

**EDUCATION:**

Bachelor of Science, Civil Engineering, Virginia Polytechnic Institute and State University, Blacksburg, Virginia, December 1994.

**REGISTRATIONS:** Registered Professional Engineer in Virginia.



**ROCKVILLE METRO PLAZA**  
**Rockville, Maryland**

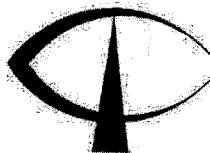
Rockville is the county seat of Montgomery County, Maryland, one of the fastest growing and wealthiest counties in the United States. Foulger Pratt Development, Inc. purchased a 14-acre site in the Rockville Town Center from the City of Rockville and the International Brotherhood of Electrical Workers (IBEW) to develop a mixed-use office/retail/residential project.

Wells & Associates conducted a phased traffic impact study for an initial 500,000 square foot office/retail building and an ultimate 2,000,000 square foot office/retail/residential development. Wells & Associates identified capacity and traffic operations improvements needed to mitigate background traffic growth and site traffic impacts.

Wells & Associates also developed a travel demand management program that includes parking controls, staggered/flexible work hour programs, ridesharing incentives, transit incentives, enhanced connections to the adjacent Rockville Metro station.

Wells & Associates prepared maintenance of traffic and signal modification plans for the Rockville Pike/Middle Lane/Park Road intersection.

Reference: Bryant F. Foulger  
Vice President  
Foulger Pratt Development,  
Inc.  
9600 Blackwell Road  
Suite 200  
Rockville, Maryland 20850  
(240) 499-9600  
bfoulger@foulgerpratt.com



Tadj-Cohen-Edelson Associates, Inc.  
Consulting Structural Engineers  
www.tadjco.com  
*Over Four Decades Of Superior Service*

## **RESUME OF TADJER-COHEN-EDELSON ASSOCIATES, INC. CONSULTING STRUCTURAL ENGINEERS**

The firm was established in 1962 to provide consulting structural engineering services. The principals of the firm, Zivan Cohen, M.Sc., P.E., Eric Edelson, B.Sc., P.E., Varinder M. Abrol, M.Sc., P.E., Michael Tabassi, M.Sc., P.E., Ali Tahbaz, M.Sc., P.E., Sanjay Khanna, M.Sc., P.E., and Yehuda Nordman, M.S.C., P.E., S.E., are registered in numerous states. TCEA's extensive experience with both design and construction totals over 18 billion dollars of in-place construction.

At present our staff numbers sixty three experienced knowledgeable, and innovative professionals, and structural computer analysts. The firm has been extensively engaged in structural engineering design for a large variety of projects varying in magnitude and complexity, i.e. parking structures, institutional, commercial, residential, retail, governmental, multi-use projects, remodeling and renovation of existing historic buildings and analysis and recommendation for repairs of deficiencies in existing buildings (forensic engineering), design of waterproofing and design for progressive collapse and structural effects due to blast. In the design of projects, we utilize the latest concepts and techniques in engineering sciences, such as computerized three-dimensional analysis, ultimate strength design in reinforced concrete, prestressing and post-tensioning of concrete, and LRFD design in steel.

We utilize the Autocad CADD and Micro Station systems for drafting. We have multiple networked stations including modem capabilities to transmit files if necessary.

We have been very conscious of the rising costs of projects and our philosophy is to provide extensive value engineering and cost analysis prior to deciding which structural system is to be used. Our networked in-house computer facility enables us to quickly and efficiently analyze any type of structure. Our system provides us the capability of analyzing and pricing different structural solutions to achieve the most cost effective ones. Different alternates are priced in the real market, and, based on information assembled, the structural systems are selected. Our approach in structural design has been as follows:

1. Provide economical construction which meets the client's user needs.
2. Utilize up-to-date technology and construction methods to achieve the above objectives.

3. During the preliminary design of the project, prepare alternate structural designs which will generate a cost estimate prepared for each alternate, which considers the cost impact on all related trades such as Architectural, Mechanical, Electrical Fireproofing, etc. Based on cost and functionality, the most efficient and economic system is selected.
4. Assist in obtaining interim cost estimates during the design period to assure that the cost assumptions have been met and the project can be constructed within the specified period.

The firm includes a separate quality control and inspection department, which provides inspection services on numerous projects throughout the Metropolitan Washington Area. This inspection and quality control assures the proper execution of the project.

We have been successful with the above approach and most of our projects have been within the specified budget.

The quality of TCE work has been recognized by professional organizations such as the American Concrete Institute for excellence in the design of concrete structures; the National Association of Industrial and Office Parks for excellence in design; the Consulting Engineers Council of Metropolitan Washington, D.C. for excellence in design; and the State of New York for excellence in design.

Some projects, which illustrate our work, are:

WASHINGTON HARBOUR, ALONG THE POTOMAC RIVER AT K STREET, N.W.  
WASHINGTON, D.C.

1,250,000 sq. ft. residential, office, commercial, retail, two levels 250,000 gsf underground parking and large fountain.

WATERVIEW BUILDING, ROSSLYN, VA

1,600,000 gsf mix use project including 24 story 635,000 gsf office tower, 29 story 320,000 gsf hotel and residential tower, and public spaces and three levels 645,000 gsf below grade parking.

JEFFERSON AT PENN QUARTER (SQUARE 457), WASHINGTON, DC

800,000 sq. ft. multi purpose project. 485,000 sq. ft. residential, 100,000 sq. ft. commercial and theater, and 215,000 sq. ft. three levels below grade parking adjacent to Metro Tunnel. Renovation to historic buildings, Clara Barton and DC space.

PARC SOMERSET, CHEVY CHASE, MD

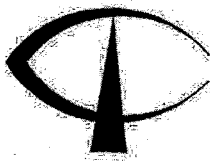
400,000 sq. ft 17 story luxury apartment building and three levels below grade parking.

US PENTAGON, ARLINGTON, VA

Major renovations and additions to the existing building, including blast analysis.

INTERNATIONAL MONETARY FUND, WASHINGTON, D.C.

650,000 gsf 12 story office building over 180,000 gsf three levels below grade parking. Incorporation of blast and progressive collapse requirements.



Tadjer-Cohen-Edelson Associates, Inc.  
Consulting Structural Engineers  
www.tadgerco.com  
*Over Four Decades Of Superior Service*

**RESUME OF  
ZIVAN COHEN, MSc. P.E.**

In 1962, Mr. Cohen, together with Mr. Tadjer, formed the firm, then known as Tadjer-Cohen-Associates, Inc., to provide consulting structural engineering services. The firm's success is reflected in completion of design for over eighteen billion dollars of construction in the U.S.A. and overseas.

He is registered in the District of Columbia, Delaware, Maryland, Massachusetts, North Carolina, Pennsylvania, South Carolina and Virginia.

Mr. Cohen received his Bachelor's Degree in Civil Engineering, Structural Department, "With Distinction" from Technion Israel Institute in 1954, and a Master's Degree in 1959 from the University of Pennsylvania in Philadelphia.

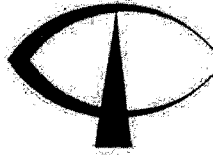
Since graduation, Mr. Cohen has worked on many projects varying in magnitude and complexity including many residential, educational, commercial, parking structures, and industrial buildings, both low and high rise, military installations for both the Army and the Navy, and Government facilities including previously completed work at the Pentagon and special type facilities within the National Capital Area. He has been extensively involved in designs encompassing structural steel, reinforced concrete, prestressed and post-tensioned concrete, space frames, and investigation and conversion of existing structures. Also, he has conducted structural evaluations of existing structures for renovation and conversion to other uses and upgrading of existing structure, investigated structural failures, and provided expert witness testimony.

During 1977 to 1980 he was a lecturer in a senior engineering course to the senior class and the graduate school at Catholic University of America, Department of Civil Engineering, Washington, D.C. Mr. Cohen has published papers on structural design and received a national award for excellence in structural design. He is a member of the American Society of Civil Engineers and the Consulting Engineering Council (CEC).

Recent major projects completed under the direction of Mr. Cohen are:

**WATERVIEW BUILDING, ROSSLYN, VA**

1,600,000 gsf mix use project including 24 story 635,000 gsf office tower, 29 story 320,000 gsf hotel and residential tower, and public spaces and three levels 645,000 gsf below grade parking.



Tadj-Cohen-Edelson Associates, Inc.  
Consulting Structural Engineers  
www.tadgerco.com  
*Over Four Decades Of Superior Service*

## **PERTINENT PROJECTS**

### **PARC SOMERSET CHEVY CHASE, MARYLAND**

Description	400,000 sq. ft. 17 story luxury apartment building and three levels below grade parking.
Architect	Torti Gallas
Contact	Maurice Walters, AIA
Phone	(301) 588-4800
Structural Engineers	Tadj-Cohen-Edelson Associates, Inc.
Contact	Zivan Cohen, PE
Phone	(301) 587-1820

### **INTERNATIONAL MONETARY FUND (IMF) WASHINGTON, DC**

Description	650,000 gsf 12 story office building with a large atrium over 180,000 gsf three levels below grade parking. Incorporation of blast and progressive collapse requirements.
Architect	Pei Cobb Freed & Partners
Owner's Representative	Carr Real Estate
Contact	James Berkon
Phone	(202) 729-3800
Structural Engineers	Tadj-Cohen-Edelson Associates, Inc.
Contact	Yehuda Nordman, SE, PE

## FIRM PROFILE

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CREATIVE PROBLEM SOLVING. TECHNICAL PROFICIENCY. BROAD-BASED EXPERIENCE. THEY MUST ALL COME TOGETHER IN AN INTEGRATED SOLUTION THAT WEBS DESIGN, FUNCTION AND EXCEPTIONAL QUALITY. SINCE 1965, GHT LIMITED HAS CULTIVATED A PORTFOLIO OF PROJECT EXPERIENCE RANGING FROM THE SMALLEST TENANTS TO MULTI-BUILDING CAMPUSES. WE COMBINE THE STABILITY OF A DECADES-OLD COMPANY WITH THE MORE THAN 1,000 YEARS' COLLECTIVE EXPERIENCE OUR ENGINEERS BRING TO PROJECTS.

GHT HAS ITS ROOTS AS AN MEP ENGINEERING DESIGN FIRM, THE NON-TRADITIONAL COMBINATION OF SERVICES WE BLEND TOGETHER UNDER ONE ROOF IS WHAT SETS US APART. WE BELIEVE THAT OUR HOLISTIC APPROACH TO ENGINEERING DESIGN IS INDUSTRY-LEADING, ENABLING US TO PROVIDE A GREATER RANGE OF SERVICES TO OUR CLIENTS, AT A HIGHER LEVEL.

GHT HAS EARNED A REPUTATION-NATIONALLY AND INTERNATIONALLY-FOR DESIGNING SOLUTIONS THAT BALANCE INNOVATION WITH FUNCTIONALITY. OUR COMMITMENT TO OUR CLIENTS IS EVIDENT IN A PROJECT APPROACH BUILT ON OPEN COMMUNICATION, RESPONSIVENESS AND COLLABORATION.





## C. Rodney Simpson

POSITION: Senior Principal

YEARS WITH GHT: 39

ROLE: Principal-in-Charge & Senior Electrical Designer

Rodney Simpson is Senior Technical Director for the Electrical Design staff at GHT. Having served the firm for more than 35 years, Rodney's major objectives are to assist his team members in achieving their professional goals and to deliver service that exceeds his clients' expectations. His tenure also makes him an invaluable resource of GHT project history and data.

While Rodney's portfolio includes some of the most well-recognized office buildings, laboratories, historical restoration projects, and schools, his forte is the design of complex electrical systems for unconventional projects, such as television/radio studios and data centers.

Rodney received his Associate Degree in Engineering in 1972 from George Washington University.

### Mixed Use

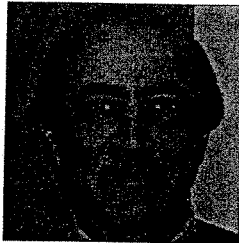
City Vista, Washington, DC  
Ballston MetroCenter Hotel, Office Building, Condos, Retail Mall and Health Club Facility, Arlington, VA  
N-Street Village, Washington, DC  
Arlington Gateway, Arlington, VA  
Wisconsin Place, Bethesda, MD  
Chevy Chase Center, Bethesda, MD

### Residential

Arlington Gateway, Mixed-Use, Arlington, VA  
Clarendon House Apartments, Arlington, VA  
Berkeley, Arlington, VA  
The Wooster & The Mercer, Arlington, VA  
Fairfield Clarendon, Arlington, VA  
Quincy Crossing, Arlington, VA  
Kennedy Warren Apartments, Washington, DC  
Champlain Place, Washington, DC  
1441 Rhode Island Avenue, Washington, DC  
Thomas Circle, Washington, DC  
Columbia Condominiums, Washington, DC  
Parc Somerset House III, Chevy Chase, MD  
Lion's Gate, Woodmont Corner, Bethesda, MD  
Chevy Chase Center, Bethesda, MD  
Wisconsin Place, Bethesda, MD

### Office Building

1901 Research Boulevard, Rockville, MD  
2033 20th Street, Washington, DC  
2033 K Street, Washington, DC  
Gateway West Project, Fairfax, VA  
Loudoun Square, Loudoun County, VA  
Prosperity Metro Plaza, Merrifield, VA  
Rockspring Plaza 2, Rockville, MD



## Mory Nabavian

POSITION: Senior Mechanical Engineer

YEARS EXPERIENCE: 31

EDUCATION: Iran University of Science and Industry

ROLE: Project Manager & Senior Mechanical Engineer

Mr. Nabavian brings over thirty years of design experience to GHT's team. His responsibilities include coordinating designers and drafters, site visits and HVAC system analysis and selection. Mr. Nabavian's resume demonstrates extensive experience in the residential sector including condominiums and apartments, multi-use facilities and hotels.

Mr. Nabavian graduated from Iran University of Science and Industry with a B.S. in Mechanical Engineering - Thermal Systems. In addition to English he is also fluent in Farsi and Italian.

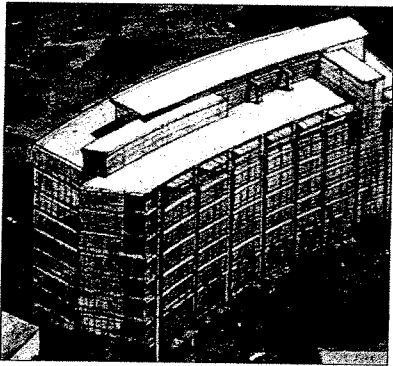
### Residential

The I.O. Piazza, Condominiums, Arlington, VA  
The Joule Condominiums, Arlington, VA  
The Zoso Condominiums, Arlington, VA  
Alta Condominiums, Washington, DC  
CityVista, Washington, DC  
Carlyle Towers Condos, East, South, West Buildings, Alexandria, VA  
Turnberry Courts Apartments Buildings 1 & 2, Leisure World, Silver Spring, MD  
800 North Capitol, Washington, DC  
Alban Towers Apartments, Washington, DC  
Caren Co-Op Apartments, Adelphi, MD  
1441 Florida Avenue N.W. Apartments, Washington, DC  
1225 13th Street N.W. Apartments, Washington, DC  
Grosvenor Apartments, Buildings I, II, III, IV, Rockville, MD  
Langston Lofts, 14th & V St NW, Washington, DC  
Heights of Columbia Apartments, Parcel V, Washington, DC  
Columbia Heights Triangle Apartments 14th St NW, Washington, DC  
912 F St NW Apartments, Washington, DC  
Arthur Capper Senior Building Apartments, Washington, DC  
Jefferson at Logan Circle Apartments, NW, Washington, DC  
Landsdowne Building 1, Loudoun County, VA  
Villa Cortese Buildings 2, 3 & 4, Leisure World, Silver Spring, MD

### Office Buildings

Sheraton Carlton Hotel Renovations, Washington, DC  
Capitol Hilton Hotel Renovations, Washington, DC  
Dulles Gateway, Building I & II, Loudoun, VA  
World Gate Office Building No. 3, 11, 12, Reston, VA  
444 West Broad St, Falls Church, VA  
810 7th St. N.W. Washington, DC  
1735 North Lynn St. Rosslyn, VA  
Chancery of Finland, Washington, DC  
Chancery of Sweden, Washington, DC

## URBAN MIXED USE



### CHEVY CHASE CENTER

CHEVY CHASE, MD

460,000 SQ. FT.

Redevelopment of desirable property into commercial and retail mix-use spaces including a new 8-story office building with grade level retail space and a new gourmet food outlet and drug store adjacent to commercial spaces

Renovation of existing premier restaurant into a freestanding building, retaining landmark façade while maintaining business operation

Addition of two new 2-story retail buildings, one with an additional floor designed as corporate headquarters for property owner

260,000 square foot, multi-level parking garage designed to span below each building and to extend across a major portion of the site

Primary Contractor: Davis Construction

GHT's Role: Mechanical, Electrical Plumbing Design Services

GHT's Project Manager: Rodney Simpson, Senior Principal, 703-243-1200

#### Reference:

Jane Mahaffie  
Stonebridge Associates Inc.  
2 Bethesda Metro Center  
Suite 220  
Bethesda, MD 20814  
t: 301-913-9610

## **Holland & Knight LLP/Robert R. Harris**

With a staff of more than 1,250 lawyers who practice in more than 100 areas of the law from 30 offices, Holland & Knight is one of the largest and legally diverse firms in the world. Holland & Knight has the largest real estate practice of any law firm in the country. Its lawyers have represented all of the various participants in real estate matters: buyer, seller, developer, lender, investor, architect, contractor, tenant, landlord and government agency. Its national real estate practice includes real estate development and borrower representation such as the representation of developers in acquisition, development and financing of commercial, residential, mixed use and public projects and includes private sector representation, public sector work and public/private partnerships. Holland & Knight, and Robert Harris in particular have extensive experience with urban development in Montgomery County's CBD's including the redevelopment of County parking lots.

Robert Harris is a past president of the Montgomery County Chamber of Commerce, serves on the board of directors of the Maryland-National Capital Building Industry Association, and is an executive committee member of the Urban Land Institute – Washington District Council. He has served on many task forces and study groups in Montgomery County focusing on all types of land use and development issues.

The firm's key areas of focus for this project are likely to include the following:

- Structuring the venture.
- Zoning and land use.
- Acquisition and sale of commercial and multi-family properties.
- Development of commercial and multi-family projects.
- Owner and management representation.
- Environmental regulation.
- Structuring equity participations
- Mortgage lending.
- Condominium law.

**Holland & Knight, LLP**

**List of Representative Projects**

Public/Private Partnerships

Fleet Street Residential (City of Rockville/Eakin Youngentob Associates)

Reference: Mr. Robert Youngentob  
President  
Eakin Youngentob Associates  
4800 Hampden Lane, Suite 300  
Bethesda, Maryland 20814  
(301) 634-8600

Representative Office/Residential/Mixed-Use Projects

Williams/Willste Office/Residential Conversion (Silver Spring CBD/RST Development)

Reference: Mr. Scott Copeland  
Principal  
RST Development, LLC  
6001 Montrose Road  
Suite 1001  
Rockville, Maryland 20852  
(301) 816-4243

# SILVERPLACE

## VI. MFD INFORMATION

## MFD INFORMATION

The SilverPlace, LLC Team consists of the Bozzuto Group, Spaulding & Slye and Harrison Development, LLC. Harrison Development is a minority based development company whose operations are based in the Baltimore and Washington, DC metropolitan areas. Harrison Development will not only have an equity participation in the SilverPlace project but will play an active role in the projects' development. Dean Harrison, President & CEO of Harrison Development, will act in the capacity of Development Advisor on the project with specific emphasis on project planning, programming and entitlements. Mr. Harrison will also lead the projects community based efforts in his role as Community Liaison.

SilverPlace, LLC understands—and supports—the Commission's policy and goals to promote broad access to business and employment opportunities in its projects. The SilverPlace, LLC Team is committed to achieving the recommendations of the Minority/Female/Disabled (MFD) Anti-Discrimination Program and will work with the Commission to develop a contracting plan and program to facilitate these goals in each phase of the project's planning, design and construction. Bozzuto and Spaulding & Slye both have an active database of qualified vendors who meet this criterion and have been very successful in meeting diversity goals on other projects.

On the PEPCO Headquarters Building, Spaulding & Slye helped achieve over 60% minority or women-owned business participation for the architectural and engineering contracts. The construction phase included over 30% minority participation. For the firm's \$40 million dollar Navy Yard Metro Center project completed July 2001, Spaulding & Slye was able to exceed our "internal" goal of 10% inclusion of small, disadvantaged business or women-owned small business on the project. Finally, as development manager for the National Institutes of Health Dale and Betty Bumpers Vaccine Research Center, Spaulding & Slye Colliers attained a 15% small, disadvantaged business or women-owned small business participation.

At Spinnaker Bay, in Baltimore's Inner Harbor, Bozzuto was able to meet or exceed the city's MBE/WBE (Minority Business Enterprise / Women Business Enterprise) goals. The city had three distinct participation goals. One for the owner and design team; one for the services such as legal, financing, and marketing; and one for the construction and contract purchasing for the entire project. Spinnaker Bay achieved a 21% minority and 13% women participation on the ownership side, and an additional 17% minority and 9% women participation for services, and finally, Spinnaker Bay exceeded a 27% minority and 8% women participation on construction and contract purchasing. These goals were achieved by creating a partnership with Baltimore City.

As an initial demonstration of our commitment towards meeting the MFD goals, we have teamed with two design consultants who meet the MFD requirements and fill a critical role in the success of the master plan and incorporation of LEED standards for both the headquarters and residential project components. A. Morton Thomas and Associates, Inc. (AMT) and Sustainable Design Consulting (SDC) are both firms that we have or are currently working with on projects, and we greatly value the talent and experience they will bring to the SilverPlace project.

AMT is a women -owned business who specializes in and will be providing civil engineering, subdivision, site planning and surveying services for the project. AMT has over 160 employees and has its headquarters in Rockville, Maryland. SDC is a 100% women- owned business who specializes in and will be providing sustainable design services including assistance in the selection of building materials, design and drawing reviews, specification reviews, LEED goal monitoring, and assisting the Commission with establishing operational guidelines. SDC has provided services on over 70 projects, including over 60 LEED-rated projects.

## SILVERPLACE

