

CARES Contracts and Reports

Request 6: Description of land use
expertise of contractors

39. Management Technology Consulting
Technical Proposal for the Enhanced-use
Lease Real Estate Advisory Service contract
(Nov 15, 2004)

**Providing Technical, Financial and Legal
Services
to the
Department of Veteran Affairs,
Office of Asset Enterprise Management**



**Volume I
Technical Proposal
Solicitation Number: RFP 101-32-04**

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November 15, 2004

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The Management Technology Team A Professional Collaboration for Synergistic Quality Services

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Supervisory Contracting Officer
Department of Veterans Affairs

November 15, 2004

RE: Proposal Submission in response to Department of Veterans Affairs RFP No. 101-32-04

The Management Technology Team is pleased to submit this proposal to meet and exceed the goals and objectives set forth by the Office of Asset Enterprise Management (OAEM) of the Department of Veteran Affairs (DVA). As the Team Prime of an outstanding collaboration of service disabled, veteran owned (SDVO) small businesses, SDVO independent consultants and other companies, we have a vested interest in the VA mission goals of reducing costs, generating revenues and obtaining resources in support of two valuable and beneficial veteran programs. Our goal is to show you that we will meet your needs.

The Management Technology Team (Team) consists of fourteen business entities that will all be subcontracted under one Prime SDVO small business – Management Technology Consulting, Inc. (MTC). MTC will lead a core of dedicated contracts management and quality control professionals that will provide the primary single point of contact with DVA, manage Task Order administration, monitor quality and performance and provide status reports and deliverables to DVA. This core management group will consist of senior level and experienced contracts managers from the top four subcontractors representing the technical skills areas of legal, finance, engineering and real estate analysis and management.

The subcontracted companies have been selected based on their high quality of services within the labor categories listed in the RFP. Although the depth of the resource pool of available skilled people within our Team is very large, we may add additional SDVOSB companies in the future to meet the needs of specific Task Order requirements.

I am confident you will find our Team will be an ideal match for the requirements of this contract.

Respectfully submitted:

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The Management Technology Team
A Professional Collaboration for Synergistic Quality Services

EXECUTIVE SUMMARY

The Team – A Professional Collaboration of Experts

The Management Technology Team is a carefully crafted collaboration of selectively skilled and experienced service disabled, veteran owned small businesses, independent consultants and other companies that have been brought together to meet the needs of the Office of Asset Enterprise Management (OAEM) of the Department of Veteran Affairs (DVA) for the express purpose of providing technical, financial and legal assistance and support to enable the Department of Veterans Affairs (VA) to accomplish Enhanced-Use Lease projects in a manner that maximizes available benefits to the VA. The Team will be managed by the Prime corporation – a Maryland based SDVO small business management consulting firm that specializes in government contract management. The largest subcontracted company under the SDVO Prime will be Economics Research Associates (ERA), one of the nation's leading specialists in the areas of real estate analysis and economic development. The Team will also include a leading Washington DC based legal firm, engineering firm and financial analysts.

Relevant Team Experience

The Management Technology Team is a collaboration of several companies and numerous independent consultants that provide a deep resource pool of highly qualified professional consultants that cover, in depth, all of the skill areas defined by the RFP. In addition to leading legal and real estate management corporations that represent "best in class" quality services, our Team has also tapped into several SDVO small business directory and placement services that function as a resource provider for a wide range of skills, quantities, locations and labor rates to meet any demand required by the DVA under this contract.

The Management Technology Team is uniquely qualified to provide the Department of Veteran Affairs with legal, financial and lease management services to meet the needs of the DVA in pursuing strategies to streamline operations and costs while improving business practices and efficiency.

The Management Technology Team members have performed work for the DVA and other clients exactly like that described in the RFP for this contract, including direct support to the DVA on the Enhanced-Use Leasing program and the Capital Asset Realignment for Enhanced Services (CARES) programs. Our Team's extensive experience and capabilities in all aspects of the finance, lease, and real estate management and property related legal issues will be evident from the following technical proposal, including our understanding of the requirements, our technical approach to the task requirements, our past performance record, and proposed-staff qualifications and capabilities.



The Management Technology Team
A Professional Collaboration for Synergistic Quality Services

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This proposal includes data that shall not be disclosed outside the government and shall not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this proposal or quotation. If, however, a contract is awarded to this offeror or quotee as a result of—or in connection with—the submission of this data, the government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all pages of this proposal.

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DEPARTMENT OF VETERAN AFFAIRS ENHANCED USE LEASE PROGRAM

TECHNICAL PROPOSAL

1.0. Overall Management Technology Team Approach

- 1.1 **Synergistic Collaboration:** The Management Technology Team (the Team) brings together a range of professional talent that provides the scope and depth of skills, services, experience and resources to meet the needs of the DVA. The Team will combine senior level expertise in the applicable DVA programs as well as in contract and project management, quality control, financial and legal management and analytical decision support. By collecting a team of experts in each of these fields, the DVA benefits not only from a depth of resources to meet any contract requirement but also dedicated experts that are not doing “double duty” or are “jack-of-all-trades”. These are professional consultants that specialize in skill areas essential to the optimum delivery of services under the tasks of this contract.
- 1.2 **Relevant Pool of Experience:** The Management Technology Team understands the scope and complexity of the required services and has extensive and recent experience in the CARES and Enhanced Use Lease programs. This specific experience is with the DVA in the capacity of support for the Office of Asset Enterprise Management, the VISNs and VACO on these programs under previous contracts. In addition, the Team has similar experience in other lease management programs for federal agencies. The Team also has extensive and recent experience in providing technical and quality management of Task Order based integrated support services consistent in scope and complexity with the statement of work. The Team will achieve a dramatic synergy of fully integrated capabilities that will provide the DVA with the highest quality and most cost effective services possible. . Details of the Team’s individual corporate capabilities are in Appendix I and resumes of a select portion of the professional consultants resumes within these businesses are in Appendix II.
- 1.3 **Understanding of the Requirements:** One of the main missions of the Department of Veteran Affairs (DVA) is to provide health care services for US veterans. However there have been many changes in this since the programs were initiated. Health needs and related technology has changed, the residence of veterans with respect to the built medical centers has shifted – and continues to change, and the facility needs are changing. Further, we are all living longer, and the cost of continuing care is increasing. All these changes are both stressing the DVA budgets, and have also created imbalances in the distribution of medical center space and availability of care. The CARES strategy has put a new focus on the addressing some of these emerging trends and challenges. The Enhanced Use Lease program is one of the mechanisms that can help to address the issues and improve the delivery of medical care. We understand these programs and their related activities.

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1.4 **The DVA key challenges are:**

- To use the existing space efficiently; this will, under the CARES guidelines, identify where there would be building, land, or facilities to be put into the Enhance Use Lease inventory;
- To improve delivery of medical services;
- To find the optimum business plan that will create and maximize the funding / revenue opportunities and leverage existing resources.

For this assignment, the context will be to focus on the existing real estate assets and implement programs that will help achieve these goals.

1.5 **Applicable Past Experience** Other federal agencies, particularly the Department of Defense, have been carrying out similar strategies for some time. Our team has been involved in these for over 30 years and we understand the process and desired outcomes and will help the DVA take a close look at its surplus land, buildings, and (potentially) equipment to define what resources have prospects to generate revenue – or value. We will also support the decisions makers in the DVA to be able to understand the realistic options and what their implications are to meet the objectives of the CARES / Enhanced Use Lease initiatives.

1.6 **Innovative Awareness:** Within the context of the CARES recommendations, this process must:

1. Evaluate the prospects
2. Develop a strategy to maximize the prospect
3. Carry out implementation and oversight to ensure that the strategy is successful.

All this must be in the context of what is the best value for the DVA, considering the opportunities for revenue, services, and savings. Specifically, the leases can generate a cash flow that would be reinvested in providing and maintaining quality care and facilities; in-kind services could be those that augment the medical operations or could be activities that improve the environment for employees; and finally, the program should look at savings. For example, the cost of maintaining, heating, and securing vacant space can be a drain. A lease may provide modest income, but create significant operations cost savings. This process must consider and weigh these options.

1.7 **Best Value Approach:** The bottom line is to create real estate use changes that create a tangible value to the DVA. The best approach to decision making is to identify realistic options and understand the range of their implications and then to carry out the best scenario.



1.8 Proposal Organization: In response to the significance of “Understanding the Requirements”, as illustrated by the RFP’s Evaluation Criteria, the following proposal will now address additional technical details, with an emphasis on expressing our understanding of the complexity and skill areas of the required services, including a description of high risk areas. Following the technical approach, this proposal will present our management plan that will address the quality assurance plan and the metrics plan. The final effort to show our “Understanding the Requirements” is to provide a summary of the corporate capabilities and resumes of the technical and management personnel of our Team. Expanded details of the Team’s individual corporate capabilities are in Appendix I and additional details of a selected portion of the Team’s professional consultants’ individual resumes are in Appendix II.

2.0 Technical Approach

The basic technical approach for each of the three possible enhanced use lease work scopes is largely comparable: under-utilized assets, the CARES General Property Reuse Study, and the CARES Comprehensive Reuse Plan. The proposed process will follow the same line of attack. However, the level of detail provided in each will vary to suite specific Task Orders. There are also likely to be differences that reflect the DVA’s objectives. For example, our team is aware that the department wants to look at property disposition as a last option. If the option is foreseen, then the documentation is likely to differ, at least in approach, from a leasing strategy. Below, we have described the general approach, and follow with a discussion on how CARES studies will be augmented.

2.1 Developing the Recommended Plan

In this task, our team will evaluate the factors that affect the reuse / lease opportunities, identify alternative approaches, rate and rank them, and recommend a consensus plan that will be implemented. We are fully aware of the challenges of this program. DVA facilities were built to be a single use. Adaptive reuse in the marketplace can be difficult. Integrating other government and / or civilian uses can create on-site conflicts. Identifying potential tenants and uses that fit into surplus space must be carried out creatively, looking as much toward finding tenants that need the space as toward trying to capitalize on the regional market demand. Our team’s tasks would include

2.1.1 Understanding the Client’s Objectives. Meet with the local VISN or VACO to discuss the objectives and facilities’ needs. Specifically this could be operations needs; directives from the CARES program; medical services funding shortfalls, or potentially a community / institutional interface to create an in-kind services relationship. The result would be an understanding of the issues and framework for the project.

2.1.2 Characterize the Surplus Facilities. In order to understand the potential reuse options, we will need to understand the asset itself. In a meeting with the center’s engineer, we would characterize the building space or land that is to be targeted, quantify the size (square feet / acreage) and its configuration, define the building systems that impact lease terms and marketability (central heating system, AC, integration with the existing medical center), infrastructure and its capacity for serving the property, and environmental issues. This



information will allow us to better understand the value and challenges of implementing an Enhanced Use Lease.

- 2.1.3 Identify the Options. Options for enhanced use leases can come from a variety of sources and to successfully find realistic opportunities the contractor must look at a broad range of tenant types. Our approach would be to test several. We would look at the market to define market niches where demand exists and discuss with local real estate specialists the market-driven rent levels for specific uses; we would discuss with local government agencies potential need and interest; we would interview institutions that use / need similar facilities to define their expansion or new facility needs; finally we would test the parameters of organizations that may have already expressed interest to define their space demands and capacity to pay. And within the context of in-kind payment, the team will identify types of businesses or agencies that could mesh with service needs of the VA medical center.
- 2.1.4 Solicit Community Input and Direction. As prospective users come to light, we will talk with government planning staff to define parameters for uses that are consistent with the master plan and community development objectives. This could be further refined by input from neighborhood leaders from the surrounding area. We would expect to come out with implications and guidelines to incorporate into the decision process.
- 2.1.5 Array and Rank the Options. With the client, we will establish the criteria that will be used to rank the options. Our team will, based on market input estimate potential gross rents and in-kind service value. We would discuss the impacts and benefits, showing such factors a timing for reuse, present value of income stream, and potential investment costs to the DVA. Ratings will be shown in a matrix, with a cumulative ranking and the results presented to the client.
- 2.1.6 Project Recommendations. Use all information and analytical tools and methods to define the best project elements. Typically, this is in the form of a cost-benefits study or a cost-tradeoff study that is targeted to the decision support issues of the task and property. Such studies provide real and projected scenario comparisons that quantify the planning initiatives and critical decision factors.

Product: a proposal to the DVA that analyzes space available with potential users/tenants and possible in-kind servers that would be occupants. This would estimate an approximate revenue potential. Next steps would be defined.

2.2 The Implementation Process

The lease activity implementation process consists of establishing and marketing the lease and then managing the execution of the lease.



2.2.1 Establishing the Lease. The lease documents are likely to require multiple components if the surplus property includes multi-faceted building space and / or land. Tasks could include the following:

- Finalizing the concept plan that would be used, in-part, as a marketing tool to show prospective tenants the larger framework, the objectives and the targeted facilities;
- Preparing an appraisal that reflects the condition of the property, needed improvements, and capital investment, market rents, and / or residual land value for a HABU development concept – also considering comparable land sales and residual value based income forecasts.
- Defining associated costs; these could be those required of DVA to make the space leasable; the cost of maintenance for allowing the property to remain idle, the private costs to develop land and other real, projected, tangible and intangible costs. (These would be factored into the appraisal results.)
- Developing required environmental and historical assessment, as needed.
- Preparation of draft lease documents that will define the legal framework for the government and for the tenants. Each draft lease would be tailored to the individual users or targeted space in the medical centers. These would be incorporated as background information for the approval process: hearing, notices, and due diligence. The documents and concept plans would be summarized at public hearings, by either the contractor's staff for the VISN / VACO representatives.

2.2.2 Marketing the Lease. Our team will offer our skills as needed. We have experience in:

- Developing requests for proposals
- Identifying targeted respondents
- Recommending mechanisms and techniques to promote / market leases opportunities in broader regional and national markets
- Identifying approaches to use commercial brokers to market the lease
- Evaluating qualification submissions and firm competencies
- Evaluating responses to RFPs
- Assisting in conference organization, sessions, training

We can carry out this work on a technical assistance basis to augment the DVA staff capacity and experience.

2.2.3 Enhanced Use Lease Execution – technical assistance and oversight as requested, drawing from our team's experience in negotiating and executing required documents such as

- Review, comment, and refinement on MOUs



- Review, comment, and refinement on MOAs
- Lease review – terms and conditions
- Input on the government contracting processes where the agreements go beyond straightforward real estate agreements and cover goods, services, and trades for in-kind arrangements
- Assistance in packaging, deal making, accounting requirements, transactions, special financing terms, etc.

Product: Assistance to ensure that lease documents, lease terms, DVA contracts / MOUs, accounting practices, etc. meet industry standards, have legal protections, and serve to facilitate the Enhanced Use Lease process and meet the programs goals and objectives.

2.3 The Lease Oversight Period

Our team brings broad experience in managing and providing the oversight of leases and tenants on property that has been declared surplus by the government. This, combined with our team's skills at reviewing, managing and enforcing government contracts will allow us to be the DVA's representative (manager) in administering the leasing and carrying out compliance inspections during the course of the lease. You will see in Section V, Quality Assurance Plan and Section VI, Metrics Plan, that the Management Technology Enhanced Use Team is experienced and well skilled in the compliance management of cost, schedule, performance and quality of contracts, vendors and leases.

Further our experience in federal lease negotiation (previous DVA and Post Office experience, for example) will ensure that we can assist in providing market input and resolution of lease terms during negotiation of renewals. Our team brokers represent a broad array of decision support and management assistance and support.

2.4 General Property Reuse Study / Comprehensive Reuse Plan

Our team's consulting experience with large-scale reuse planning has taught us that these strategic and physical planning processes are more complicated for the following reasons:

- Reuse activity is likely to be more complicated and multi-faceted, with the need to look at more uses and their interrelationships
- Implementation of leases or disposition will take longer and may require a strategic phasing plan to ensure the greatest success
- The overall land plan may call for demolition of marginal structures to make way for the comprehensive plan's HABU
- Potential users / tenants may be businesses or activities that the DVA might not accept at an active medical center operation and may require a different set of evaluation measures



- The planning will go beyond a site plan and must look at the interrelationship of uses, the integration of existing and new construction, the need for upgrading and investment in infrastructure
- Potential innovative financing or contracting techniques may be necessary to ensure the feasibility of the implementation
- The appraisal process will have to more carefully account for DVA investment, the timing of investment, and the flow of revenue to better identify fair market values
- The plan may require flexible elements incorporated into it to ensure that, over the long run, the site can accommodate changes in the marketplace and opportunities that arise over time
- Greater cooperation with the local municipal government may be necessary to have needed zoning in place to enhance the property value to the VA
- A development management mechanism may be needed over a period of time for more hands-on implementation
- The marketing efforts will last over a longer period of time and must be more aggressive and sophisticated to reuse major pieces of real estate.

Our team would work with the DVA, either at the VISN level or federal level to develop plans and approaches that will have the sophistication and level of detail to carry out these plans. We also have the capacity to follow federal guidelines that dictate the disposition of federally owned property so that there are no regulatory issues or challenges.

Product: a broad strategy to provide the framework for the DVA to achieve a reuse that creates an optimal value to the agency, and the specifics or action plan to ensure that the plan can be carried out over a more extended period of time.

3.0 Management Approach

The management of this contract has the potential to be complex. Task order contracts in an IDIQ environment can involve multiple simultaneous work efforts being performed by different contractors or subcontractors that operate out of different offices and are performing unrelated tasks. In addition, the needs of the DVA may require a surge capability to meet a short term demand for many different resources followed by a period of relative inactivity in which much fewer resources are needed. To effectively respond to these conditions, the contractor must be able to tap into a large resource pool of a wide range of skills and expertise to meet any requirement. Ideally, this resource pool should be geographically dispersed so as to provide the maximum responsiveness at minimum travel delay and cost. The contractor must also be able to fall back from a surge demand without the high cost of maintaining the employment of the peak demand manpower. The Management Technology Team meets this demand by teaming with multiple subcontractors, large companies and a professional staffing firm that can provide the flexibility to meet any resource demand needed by the DVA.

The Management Technology Team will utilize a core contract management staff that will focus exclusively on the management of the people, services, deliverables and product quality of this contract.



This management staff is based in the Washington DC area and will work closely with the Office of Asset Enterprise Management, the VISNs and VACO. We will be the single point of contact for all aspects of the contract and Task Order management with a special emphasis on quality. To that end, the following plans are proposed as our management approach for the quality assurance and metrics plans.

3.1 Quality Assurance Plan

Performance-based service contracting (PBSC) emphasizes that all aspects of an acquisition be structured around the purpose of the work to be performed as opposed to the manner in which the work is to be performed. It is designed to ensure that appropriate performance quality levels are achieved for work that meets the requirements set forth by the government.

To that end, the Management Technology Team will employ several management, process and technological methods to ensure compliance with the guidelines set forth by the Office of Procurement Policy (OFPP) within the Office of Management and Budget (OMB) in their publication titled A Guide To Best Practices For Performance-Based Service Contracting. No better quality assurance plan could be developed than one that is based on the lessons learned from hundreds of federal service contracts and objectively compiled by OMB.

3.1.1. Quality – The Management Technology Team utilizes an internal configuration management and quality control system to manage our output. All deliverables are scrutinized at multiple levels to ensure compliance with contract requirements and with our own stringent quality standards. From our perspective, the reputation of the entire Management Technology Team is on the line with every deliverable made. We stand by our products. We consider a project completed only when the customer is completely satisfied.

3.1.2. Best practices included in this and related OMB documents provide a practical guidance for implementing a performance-based approach to service contracting. The use of the methods described will lead to more cost-effective acquisition of services, better value, and greater quality of performance. They should have the net effect of shifting the manageable performance risk from the government to the contractor. The contractor will have more responsibility for performance quality while the government will experience dramatic improvements in the reduction of cost overruns, schedule delays, and performance problems. This guide and other related OMB documents will provide the objective direction for ensuring that continued quality improvement to the CARES and Enhanced Use lease programs is maintained throughout the contracted period.

3.1.3. Industry-Standard Performance: The Management Technology Team will employ and apply appropriate aggressive industry-standard performance deliverables.

- Service Level Objectives (SLO) to establish performance-based contractual and measurable metrics in areas that impact agency objectives and customers the most, such as service availability, service performance, performance management and correction and improvement responsiveness.



- Service Level Management (SLM) to help ensure the reality of effective service delivery by providing reliable and readily available communications to information and management resources, clear and concise, up-to-date reporting of status and progress and rapid access and responsiveness to management issues.
- Governance, a formal management framework and structure that enables the service providers of the Management Technology Team and government offices (DVA, OAEM VISN, VACO) to mutually communicate and manage the relationship, as well as its expectations, contractual dependencies, and services.

3.1.4. Contract/Project Management Web Site: One option that will be presented to the DVA will for the contractor to create and use a secure intranet web site that will provide and automated and programmable on-line program management service. This password accessed online service will provide several features to enhance the SLO, SLM and Governance of the contract

- On-line current status reports of task progress updated on a weekly basis
- Program Plan calendar and Gantt charts showing event planning
- Personal, Task Order and Event specific task plans and Gantt charts
- Library of submitted and draft deliverable documents, reports, invoices, etc.
- Bulletin board of announcements, news, and special events
- Points of Contact Directory of contractors, subcontractors and government offices
- Email, fax & document exchange and routing service for one-to-many distribution
- Other features that will support quality management of contract performance

This online service can be hosted and maintained by our Team for the exclusive use of management of this contract and all of its contractors and subcontractors.

3.1.5. Incentives and Remedies: The use of incentives and remedies is one method that can be applied by the government to enforce a quality assurance plan. A brief description of various methods that involve both monetary and non-monetary measures are provided below.

Type of Incentive or Remedy	Description
Cost-based	Relate profit or fee to results achieved by the contractor in relation to identified cost-based targets or performance thresholds
Award Fee	Allow contractors to earn a portion (if not all) of an award fee pool established at the beginning of a Task Order or evaluation period.
Share-in-savings	Contractor pays for providing or developing an end item and is compensated from the savings it generates.



Share-in-revenue	Generates additional revenue enhancements based on sharing formula that rewards early completion, under budget savings and/or high quality performance
Process Improvement	Used when performance is less tangible, i.e., quality of lead personnel or communication and resolution of issues.
Past Performance	Information used as part of the decision process to exercise contract options or to make contract awards.
Non-performance Remedies	Specified procedures or remedies for reductions in payment when services are not performed or do not meet contract requirements.

Additional details of the types of incentives utilizing performance-based contracting arrangements are described in the following paragraphs:

- **Cost-based**
 The government establishes an optimum performance goal or threshold that is an improvement over the required or mandated performance requirements. The contractor is offered a cash reward if this optimum goal or threshold is achieved. A prorated award can be offered for achieving a performance between the mandated and optimum goals. No additional award is given if the required or mandated performance requirements are accomplished. This is usually associated with schedule or quantity performance goals.
- **Award Fee**
 The government sets aside an award pool and specifies the performance requirements needed on one or more tasks in order for the contractor to gain a share of the award pool. A prorated award can be offered for achieving a portion of the specified performance requirements. No additional award is given if the specified performance requirements are not accomplished. This is usually associated with schedule or quantity performance goals.
- **Schedule incentive**
 The contractor and government mutually agree on a cost per week bonus for completing the project ahead of schedule, and a cost per week penalty for each week the project is delayed.
- **Share-in-savings**
 Through various changes or modifications in the methods or processes of a task performance, the contractor is able to achieve a reduction of a cost-based function or process over a period of time and a cost savings to the government. The government shares a pre-determined percentage of the savings with contractor.
- **Share-in-revenue**
 Through various changes or modifications in the creation, collection or retention of revenue or in the reduction or elimination in the expenses related to a task performance, the contractor is able to achieve an increase in revenue or a reduction of an expense over a

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period of time that results in an overall cost savings to the government. The government shares a pre-determined percentage of the savings with contractor.

- **Process Improvement**

The contractor is able to achieve a reduction of a cost-based function or process over a period of time as a result of improvements in the efficiency, effectiveness or processing mechanism applied to a task performance. These changes or improvements are not required by the task order but are recognized by the government as beneficial. The government makes a subjective decision to reward the contractor for the effort.

- **Past Performance**

The government retrospectively reviews overall or collective task performance of the contractor and makes a subjective judgment that their performance has been above average or has been beyond the minimum performance requirements. The government makes a cash reward based on this evaluation.

- **Non-performance Remedies**

The government predetermines that strict compliance with a task requirement is essential to proper payment for services. If the contractor fails to comply with the mutually agreed upon metric for task performance, then the government prorates or delays payment until compliance is met.

The appropriateness of any specific incentive or remedy depends on the tasks involved related to a specific Task Order and must be well defined in advance. For instance, use of a cost-based incentive or remedy would not be effective for a very important but short duration (low cost) task. Similarly, a schedule-based incentive or remedy would not be appropriate for a complex task with significant uncertainties associated with task accomplishment. The Team will work with DVA to select appropriate incentives.

In general, incentives and remedies should be mutually agreed upon by the contractor and the government as being necessary, appropriate and applicable to a given task. The use of any incentive or remedy should also specify the conflict or dispute resolution process to be applied, if necessary.

- 3.1.6 Reporting: Representatives of the Team will provide technical and status reporting to the Government on a periodic basis to be determined by Task Order requirements and as needed or requested. Status reports, meeting minutes and other periodic reporting documentation may be delivered via electronic mail (email) attachments and/or posted on a secure web site and will be considered completed when acknowledged and accepted by the government by email.

3.2 Metrics Plan

The metrics plan for quality assurance and contract monitoring will consist of three parts:

- 3.2.1 A Quality Assurance Surveillance Plan (QASP) that will specify the metrics to be monitored, threshold levels for acceptable performance and/or goals for improvement and the reference to the specific tasking or government requirement that the metric is



responsive to. This establishes a link to the strategic goals of the Task Order and the overall contract. By its nature, the metrics of the QASP must be created and bound to specific performance requirements of each individual Task Order. Although some overall contract management metrics can be generically applied (see below), the responsibility for performance quality is task oriented and will be established and reported for each issued Task Order. The form of these Task Order metrics could take the form of this example:

Metric	TO SOW Requirement	Goal or Threshold Objectives
Establish Environmental baseline on CARES reuse properties	Para 1.3.c.xx	Goal - 8 properties Improvement Threshold - 12 properties

As shown, the objective of the metric can be a goal to qualify for minimum acceptable performance and/or a threshold for improvement over and above the minimum acceptable performance. Such goals and thresholds may or may not be associated with a motivating incentive or remedy. Metrics would be established for each primary event or tasking within each Task Order awarded. Where necessary, the QASP will also establish the source of the information to be used to establish the goal or threshold.

3.2.2 Determination of the Units of Measure, in both qualitative and quantitative values, must be given some consideration. Not all tasks have out-come based objectives. A process-oriented improvement can result in long term or permanent cost savings that are greater than the accomplishment of a single task event improvement. Metrics of this kind (efficiency, effectiveness, availability, quality, confidence, etc.) are often difficult to measure and may require the collaboration of the contractor and the government contract managers to determine the optimum unit of measure for the metric in order to have the desired result. Metrics of this nature may fall into one or more of the following list of evaluation categories:

- Cost savings
- Customer satisfaction
- Safety
- Human resource policies
- Using technology
- Training and training results
- Financial stability
- Special interests
- Socio-economic goals

3.2.3 The Metrics Collection, Tracking and Reporting System is a critical element in the metrics plan for quality assurance and contract monitoring. Knowing how to collect and present the metrics in a timely and appropriate manner is an essential aspect to effective management of the Task Orders as well as the overall contract. It is proposed that the primary contract management team of the Management Technology Team be the central responsible party for the metrics collection, tracking and reporting for all of the Team



members and subcontractors for all Task Orders and for the overall contract management issues. This places a focus on both the point of contact for all decision management criteria as well as focusing the information into the hands of those responsible for corrective action, if any is required.

3.2.4 Standard Reporting Formats: In most cases, it is more effective to establish a consistent, graphic representation of the metric that shows the historical values, present value and projected value of the metric. This allows for a quick visual grasp and understanding of the meaning and importance of the metric in the context of the Task Order or contract. For instance, being a week behind schedule may not be critical over a very long term tracking period unless it represents a trend or occurs suddenly just prior to a critical deliverable. Obtaining this information in a timely manner is important to taking corrective action or resolving a potential conflict or cause for the delay. This means that the metric information must be collected often enough to be useful and reported often enough to allow for effective contract and Task Order management.

3.2.5 Web Site Distribution and Reporting: The use of the secure intranet web site to provide program management information services is one way to expedite delivery of these metrics. Any authorized user from the government offices, contractor or subcontractor teams could sign onto the intranet and view the status of the metrics anytime – 24/7/365.

3.3 Contract Management Oversight.

Although most performance metrics will be customized for specific Task Orders, there are some that can be applied to the overall contract. These contract level metrics revolve around the measure and compliance of cost, schedule, performance and quality of the primary contract parameters. To accomplish this, the Management Technology Team will employ a method of graphically reporting cost, schedule and performance in a single easily understood graphic that displays past, present and projected measures of cost, schedule, labor hours, deliverables, and contract or Task Order changes. This graphic tool is a well-developed mechanism for rapidly identifying trends, patterns and issues before they become significant problems. A PowerPoint presentation of this reporting technique is available upon request.

4.0 Corporate Capability Summaries

The following chart shows the extensive distribution of skills across the Team corporate members. Details of the Team's individual corporate capabilities are in Appendix I.



Management Technology Team Skills and Experience Distribution	MTC	ERA	Robbins	Gilmore	Wilson	ENSYNC	MSHPC	SGHH	Logan	Argo	S&A	Beacon
	Contracts	Real Estate Management/Analysis				Law Firms			Engineering			
Partner/Principle	X	X					X					
Executive Director	X						X	X	X			
Program Manager/Director	X	X	X									
Project Manager Associate	X	X								X	X	
Financial Analyst		X										
Environmental Engineer										X	X	X
Environmental Planner										X	X	X
Master Planner		X										
Senior Commercial Real Estate Broker			X									
Junior Commercial Real Estate Broker			X									
MIA Appraiser					X							
Senior Real Estate Specialist			X									
Real Estate Specialist Junior			X									
Facility Management Executive						X				X	X	
Investment banking/Capital Markets		X										
Property Manager						X				X	X	
Transaction Specialist		X										
Community Planner		X										
Senior Engineer/Architect	X			X						X	X	X
Financial Analyst Senior		X										
Financial Analyst Junior	X	X										
Technical Writer	X									X		X
Administrative	X									X		
Legal Support												
Senior Partner							X	X	X			
Partner							X	X	X			
Junior Partner								X	X			
Counsel							X	X	X			
Staff Attorney							X	X	X			
Senior Associate								X	X			
Mid-Level Associate								X	X			
Junior Associate								X	X			
Paralegal							X	X	X			

* The Placement Services are SD/VO small businesses that hire and retain the employment of veterans throughout the US.

The following chart shows the set-aside status of the Team corporate members. Note that 12 of the 14 corporate Team members are veteran owned small businesses and 8 of those 12 are service disabled, veteran owned small businesses including the Prime bidder. ERA is the only company within the Team that does not have any set-aside status.

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Management Technology Team Skills and Experience Distribution	MTC	FRA	Robbins	Gilmore	Wilson	ENSYNC	MSHPC	SGHH	Logan	Argo	S&A	Beacon	
	Contract Mgmt.	Real Estate Management/Analysis				Law Firms			Engineering				
SDVO-SB	X		X			X		X	X	X	X		X
VOSE					X		X					X	X
Woman Owned				X		X							
Minority Owned													
HUBZONE												X	

5.0 Summary of Corporate Team Experience

The resources of the Team's corporate members is very large and it would not be appropriate to list them all in this proposal, however, as an indicator of the high level of experience, skills and general industry recognition of our member's technical and management capabilities, we have listed in the following section a summary of the key personnel that will perform and/or management work on this contract.

Additional details of a selected portion of the Team's professional consultants' individual resumes within the Team corporate members are in Appendix II.

Our team has assembled the multi-faceted skills to carry out the Enhanced Use Lease work for the DVA. These include

- Contract management skills; strategies real estate analysis, strategic planning, valuation,
- Lease Management; brokerage, marketing, transactions, execution,
- Lease development; legal issues of leasing and contracts, lease formulation,
- Property planning; environmental and historic analyses, inspections, reuse
-

Specific staff credentials are discussed below, highlighting the senior staff / managers who will take critical strategy and decision roles in the process:



Tom Watkins, Executive Director

Mr. Watkins is a service disabled veteran small business owner. His corporation is the Prime of this proposal team and will be responsible for the overall contract administration and management and deliverable quality control. In addition to a BE in Electrical Engineering and a BS in Computer Science, he has an MBA in Technology Management and more than 327 credit hours in college level courses and continuing education credits in order to remain current in the science and technologies associated with management and decision analysis. His 23 years of government contracting experience (COTR for 71 contracts) and 21 years of military service has given Mr. Watkins a maturity and expertise in the application of organizational optimization and management decision analysis that he applies to manage and teach cost, schedule, performance and quality compliance. Mr. Watkins is an expert in the application of cost-benefits analysis and cost-tradeoff studies, market surveys and marketing plans, business case analysis and business plans, compliance matrix, project (Gantt) plans, utilization audits and value engineering. Mr. Watkins is a published author and conference lecturer of management improvement methods and the application of state-of-the-art tools and technology to manage government contracts for optimum performance and minimum risk.

Cheryl Baxter, Program Manager/Director. Ms. Baxter has been preparing surplus government reuse programming for 25 years. Initially, she was a consultant to the Department of Economic Adjustment (DOE), which oversaw the closure and reuse of military facilities. She developed plans for 5 bases in this capacity. Since that time she has developed reuse programs for another 15 or so bases, identifying reuse opportunities, funding approaches and partnerships. As a consultant to the Department of Veteran Affairs, she has developed nine concept plans under the Enhanced Use Lease Program, in the Midwest and on the East Coast. Further, she has worked for other government agencies such as DOE on its surplus land (Miamisburg Mound) on a similar assignment, and is currently working to find new uses of land and building on the West Valley Project (DOE) in New York. Ms. Baxter was the consultant that developed a reuse plan for an Allegheny-County-owned geriatric hospital. Ms. Baxter completes about half her work for the private sector in designing development recommendations for property investment and development and understands the private perspective of business development and leasing issue.

William Laubernds, Lease Management, Concept Plans. William Laubernds has specialized in federal land reuse for over 15 years. He is the former president of NAID (National Association of Installation Developers), and in this capacity he helped shape conveyance law and wrote legislation that changed how contaminated / Superfund issues impacted leases and sales on surplus military bases. Mr. Laubernds was the executive director of the closed Kincheloe AFB, and was responsible for securing multiple tenants and managing the leases for those tenants over a period of years. In the 90s, he has focused on matching surplus government property (largely schools and military bases) with businesses that were a good match with the facilities and the location of the site. For these, he has been the liaison between the community development organization and the tenants, overseeing the performance of the lessees. He has worked on a number of projects for surplus facilities as the economic development strategic planner.



Quentin Davis, Financial Analyst. Mr. Davis offers over 30 years of deal making and financial analysis in the public sector. Positions he has held include Assistant City Manager for Economic Development for the City of Peoria, and Director of Economic Development for the City of Cincinnati. In this capacity he has evaluated the financial implications of many proposed projects, creating spread sheets to assess income / expense performance -- analyses of financial performance -- and project valuation. He has structured public-private financial partnerships and understands the planning process in the public arena.

Ken Wilson, MAI is a member of the American Appraisal Institute (MAI). He brings over three decades of experience in appraising and valuing property of all types. His experience allows him to apply creative techniques to identifying both property and related lease values to unusual properties. He has the capacity to identify how forecast revenues translate into residual values, and would have special skills in defining value parameters and inputs in both lease and redevelopment plans and concepts.

John Robbins, SIOR, is one of the principals of Carpenter / Robbins Commercial Real Estate, Inc. He brings to the VA, enhanced Use Lease project, three decades of leasing and transaction experience, which lends excellent applications to the project. For example, he has assisted in negotiating and signing several hundred post office leases and is part of a GSA Team assisting the federal government in dealing with broad ranging real estate issues. His experience covers a broad range of commercial real estate. He has taken a hands-on approach to his client relationships and is focused on results.

John Carpenter, Transaction Specialist is also a partner in the firm of Carpenter / Robbins. His background draws from previous experience in national-brokerage, commercial real estate, as well as real estate investment consulting to large clients through his work with a REIT. He brings management oversight experience as well as project packaging, brokerage and transaction services.

McCarthy, Sweeney & Harkaway, Legal Support, will provide legal consulting for instances where assistance is non-real estate related. Their area of expertise is in government contracts -- which may come into play for in-kind services contracts at VA facilities. Their staff would be available to assist with contract admission, contract information, and contract oversight. The staff works closely with assistant United States Attorneys throughout the United States.

Leslie Gilmore, Historical Specialist, who will add to our team's capacity to define the historic implications -- the historic value of buildings and regulating constraints that are tied to an adaptive reuse of buildings with developers to identify legal mandates for the reuse of buildings with State / Federal historic designations; she has been involved in identifying the historic and collateral value of potentially historic buildings. She has been on teams that have developed strategists to maximize historic assets and historic tax credits in redevelopment plans.

Joyce Savage-Gaston Legal Support Joyce Savage-Gaston brings 15+ years legal experience to the VA Enhanced Use Lease Program. She is President and Managing Partner of the law firm Savage-Gaston, Hogan & Hargrove, P.A. that was established in 1990. Her legal background includes experience as an assistant public defender with the Orange County Public Defender's Office, vested rights hearing officer



for Orange County, and general counsel to the Town of Eatonville, Florida. Attorney Savage-Gaston has 10+ years experience serving as real estate closing counsel, as well as mortgage foreclosure counsel to lenders and private individuals. Currently, she is on the Economic Navy Base Reuse Commission. She also has experience as a title insurance contractor providing real estate closing and title services at the State/Federal level. This law firm, practices primarily in the areas of commercial and residential real estate, commercial litigation, probate, etc.

David A. Wilcox, Faicp, Qualifications in Economic Development

Mr. Wilcox has a background in the planning, programming, and management of regional economic development, redevelopment, rehabilitation, and reinvestment projects for both public and private groups. He has implemented a variety of economic development assignments in the areas of budgeting, program development, organization and staffing recommendations, project management, and land marketing. Mr. Wilcox leads a team of ERA specialists who conduct public sector development feasibility analyses and provide plan implementation services to economic development agencies.

Mr. Wilcox received a B.A. degree in political science and an M.A. degree in history from the University of Michigan. He also holds a Master of Regional Planning degree from the Harvard Graduate School of Design where he was the recipient of Lasker Fellowships. He is a member of NAHRO, APA, AICP, and the International Economic Development Council. Mr. Wilcox is a shareholder in the firm.

Charles D. Hargrove, Legal Support Charles D. Hargrove has 15+ years experience in commercial litigation and labor and employment law. Mr. Hargrove earned a Presidential appointment to the US Naval Academy and graduated in 1975. Prior to pursuing a legal career, he served in the US Navy as a project manager on Navy construction projects. His career as a Naval Officer culminated with him being awarded a Navy Achievement Commendation Award. In 1983 he received his JD degree from Hofstra School and was a member of the Property Law Review. Additionally, he was a semi finalist in the National Institute for Trial Advocacy Competition. In 1985, he was a COGME fellow at Stanford Graduate School of Business. In 1989, Mr. Hargrove left New York to become an associate with the Law Firm of Carlton, Fields, Smith, Emmanuel and Cutler, P.A. ("Carlton Fields"), real estate and construction practice includes representation for lawsuits in state and federal courts for private and public sector employers involving contracts, construction liens, "sick building", architectural design, warranty claims and mediations - - all of which may be needed in DVA project work.

Kisha R. Pruitt, Legal Support Kisha Pruitt has seven years experience in real estate law. She is the manager of the closing department and is responsible for overseeing all commercial and residential transactions including, 1) reviewing title commitments and surveys to insure that all items are accurate, 2) conducting public records searches, 3) examining of title abstracts, and 4) preparing title commitments, closing statements and title policies. Prior to her joining the practice, Ms. Pruitt worked for the Nature Conservancy where she negotiated the purchase of conservation lands and coordinated all project acquisition activities including appraisals, surveys, title insurance and environmental site assessments. Further, she secured funding for land acquisition activities from governmental agencies and grants. Ms. Pruitt previously worked for the Florida Department of Environmental Protection where she advised department staff in hazardous waste removal, environmental resources permitting, and state land issues.



Christopher Brewer, Facility Management Executive. Mr. Brewer brings 10 years of related experience to this project. Prior to joining ERA, he was an appraiser in a Washington, DC-area firm and had practical experience with all types of property. Since joining ERA his consulting practice has focused on surplus government real estate and the development of programs to implement their reuse. In addition to several closure strategies at military bases, he has developed two city-base programs in San Antonio and New Orleans. This concept is one in which the surplus property on operating bases is turned over to a local community development corporation for public economic development activity and for private development. He has worked on ERA's DOE assignments. Mr. Brewer was the analyst for Fort Custer in Battle Creek, which had been closed in past, but still had a great deal of surplus land that offered opportunity for development.

Richard Lieberman, Legal Support, of MSHPC offers our team legal skills that may be needed for unique DVA contractual arrangements - - such as services in kind exchanged for real estate space. His past experience as Deputy Inspector General for the Department of Defense offers contract experience from the perspective of the federal government. He assists clients in bid reviews, as he understands the legal intricacies of federal contracts. He would bring pricing and contract administration to the table as the VA seeks to generate favorable terms under the Enhanced Use Lease program implementation.



APPENDIX I

Team Corporate Capabilities Statements



Appendix I – Team Corporate Capabilities Statements

TEAM BACKGROUNDS AND PAST PERFORMANCE

Our teaming is one that brings the DVA the needed skills and capacity to carry out this project successfully. The objective of this contract is to ensure that the majority of the work is performed by Small, Disabled, Veteran Owned firms. The Management Technology Team will accomplish this and bring to the project a strong mix of technical skills in the following areas:

- Project management
- Strategic management
- Brokerage and leasing
- Lease management and oversight
- Financial analysis
- Appraisal (MAI)
- Environmental assessment
- Historical analysis
- Legal assistance
- Land planning.

These skills are brought together by members of the Team, all of whom meet the DVA criteria for this contract.

The RFP indicates there is an expectation that the team will also bring past experience in comparable projects. As the prime, Management Technology Consulting (MTC) will provide their past experience in contract management, quality assurance and decision support. Economics Research Associates (ERA) will provide these for both real estate technical needs as well as complexity and production requirements. In addition, both of these companies will provide the resources and expertise of subcontracted services from several service disabled and veteran owned small businesses that will provide the depth and scope of skills to meet any requirement that the DVA will need during this contract.

Principle Team Corporate Members

The principle corporate Team members represent top quality and highly experienced businesses in the four critical technical skills areas:

- Contract Management
- Real Estate Analysis and Management
- Engineering
- Legal

Although there are ten other firms that add specific and expanded skills and these principle Team members, it will be the following companies that will provide the performance management, quality control and oversight needed to maintain an optimum delivery of services.



Management Technology Consulting

MTC is a service disabled veteran owned small business that specializes in business management decision analysis in the real-world environment of profit and loss, tight budgets, demanding operations and high competition with an emphasis on the federal and State government marketplace. MTC is skilled in analytical methods and in the general business, legal, technology and human interaction environment in which they are applied.

Business management decision analysis utilizes a number of structured, quantitative methods to support decisions and to identify and clarify management issues that affect the efficiency, productivity, morale and financial stability of an organization. When combined with knowledge of industry trends, best practices and current technology, these methods can have application across the full scope of management and administrative functions while offering the best opportunity for optimizing the activities of the organization. MTC has successfully applied these methods and techniques to contracts with Office of the Secretary of Defense (OSD), Department of the Army, USMC, USDA, NSA, Department of Health and Human Services (DHHS), Defense Medical Systems (DMS), in addition to contracts with the State governments of Maryland, Vermont, Arkansas and Pennsylvania. MTC has also had 51 contracts with commercial organizations.

Some of MTC's recent accomplishments include:

- Developed and trained Balanced Scorecard for NSA, OSD and DA/CSA Executive Governance.
- Performed quality assurance on Independent Government Financial Estimates (IGE) for two Army organizations.
- Designed and implemented an automated rapid contract management process that cut vendor contracting time from 8 months to 4 weeks and greatly improved contract compliance.
- Prepared proposals, business plans, cost-benefits studies, adapted designs and facilitated requirements analysis for a community-based, nationwide DHHS information network
- Advised USDA, DMS and the Army in the design and acquisition management, proper RFP/SOW development, source selection and contract management of over \$3 billion in contract awards
- Using structured process/enterprise modeling and analysis, data flow diagrams, MTC designed, implemented and delivered an automated procurement planning and project management capability and an automated SOW generator for the \$1.6B Consolidated Health Care System
- Designed, programmed and installed a contracting and decision support expert system
- Devised measures of effectiveness, performance, and quality to monitor functional area managers and contract deliverables on contracts with USDA, DMS, the Army and three State governments.



- Designed and implemented an automated contract deliverables and periodic reporting capability using auto-update "smart" documents that required less than two hours per week of administrative overhead per contract.

Capabilities Statement

Management Technology Consulting specializes in the rapid collection and facilitation of information to support management decisions. The nature of this information collection process is that it can be applied in the context of a wide range of topics and applications. Listed below are areas of actual application of various aspects of information collection and decision support to specific contracted requirements worked on by MTC. Each of these topics represents areas of expertise, experience and first-hand application by MTC.

Facilitated Business and Contract Management

New Business Opportunity Identification	Budget Planning and Justification
Market Survey for Teaming, Joint Ventures	Compliance Matrix
Bidders Conference, BAFOs and Negotiations	Automated Contract Administration
Business Case Analysis	Project Management using CPA, PERT, GANTT,

Information Collection and Analysis for Organization Optimization

Decision Support Tools: ABC, BPR, CRM, TCO, BPM, BI, CPI, etc.
Decision Support Tools: Balance ScoreCard and Business Process Reengineering
Decision Support Tools: Process Monitoring, Modeling and Simulation
Decision Support Tools: Management Performance Metrics and Use
As-Is and To-Be Process Modeling for Optimization of "What-If" Scenarios
Management Perspectives Analysis and Skills and Competency Audit
Organizational Change Management Supported by DFD, STD, UML, IDEF
Analysis of Resistance to Change with Recommendations
Performance-based Incentive Management

Technology Surveys and Examination of Technology Application

Market Surveys for Technology Insertion Assessment
Facilitation Planning for Automated Contract Management and Administration (ACMA)
Survey of Use of Technology and Performance Metrics
Decision Support Tools: Total Cost of Ownership Survey

Automated Contract Management - MTC can reduce administrative overhead of managing any contract, subcontractor or vendor to ensure total compliance to cost, schedule and performance - using automated tools, reporting methods and secure web-based technology.

Government Contract Management - MTC specializes in teaching and supporting contract business management and administration. We offer advice and services related to vendor identification and qualification, funding planning and management, optimum contract type and funding vehicle, proposal evaluation, use of a compliance matrix and other life-cycle management services. We also offer analysis and reports related to risk analysis, bid and proposal management and bid qualification.



The following are training, seminar, consulting and presentation topics that MTC has provided and can offer to your organization.

Training, Seminar, Consulting And Presentation Topics Offered By Management Technology Consulting, Inc.

Business Management Decision Analysis utilizes a number of structured, quantitative methods to support decisions and to identify and clarify management issues that affect the efficiency, productivity, morale and financial advantage of an organization. When combined with knowledge of industry trends, best practices and current technology, these methods can have universal application across the full scope of business and administrative functions while offering the best opportunity for optimizing the activities of the organization.

Management Technology Consulting (MTC) specializes in Business Management Decision Analysis in the real-world environment of profit and loss, tight budgets, demanding operations and high competition with an emphasis on the federal and State government marketplace. MTC is skilled in these analytical methods and in the general business, legal, technology and human interaction environment in which they are applied. MTC offers these skills to organizations as consultants to do the analysis; as teachers to train your staff how to do the analysis and to assist you in all aspects of the change process.

Business Process Reengineering, Management Analysis Methods and Related Structured Methods:

History of Management Analysis Methods
Objectives and Benefits of Management Analysis
Use & Benefits of Organizational Change Management
BPR Methodology - and ROI Overview
Balanced Scorecard - Method and Application
Implementing BPR (or BSC, or ABC or CRM or BPM)
Organizational Change Management
Analysis of Cultural Behavior
Measurement of Resistance to Change
Analysis & Decision Support of Technology Improvements
IDEF Process Modeling
Applying BPR, BSC, ABC and CRM to Strategic Planning
Business Process Management – Focused BPR

Activity-Based Costing (ABC) vs. Service-Based Costing
Functional Economic Analysis vs. Business Case Analysis
Business Performance Monitoring - the other BPM
Application of BPR to Consulting Services
Risk Management - Risk Awareness/Analysis/Reduction
BPR and Decision Support - DSS, EIS
Simulation and Modeling
Continuous Process Improvement
As-Is and To-Be Business Process Modeling
Work Flow and other Process Analysis Techniques
Application of Balanced ScoreCard to Budget Planning
Techniques and Use of Cost-Benefits Studies in BPR or BSC
Application of Enterprise-wide Communication to BPR

Training and techniques for contract, project, technical and industry research and intelligence:

Research Techniques Training
Research Resources and Access Methods
Competition Intelligence Information
Client Intelligence Information
Technology and Industry Trend Analysis
Emerging Standards and Best Practices
Business Information Center Designs
Executive Information Systems Design and Implementation

General training topics related to contract and B&P development and project management:

New Business Opportunity Ident. & Capture (NBO-IDC)
Bid and Proposal Automation
Bid and Proposal Risk Assessment and Reduction
Proposal, Competition and Contract Research
Automated Contract Management
Government Contracting Analysis
Qualifying Solicitations, Bids and Proposals
Contract Negotiations, BAFOs and Clauses by Reference



Economics Research Associates

Economics Research Associates (ERA) is an internationally-recognized consulting firm specializing in all aspects of real estate and land use economics, urban planning and development, feasibility analysis, strategic planning for governments, communities and corporations, and management and marketing services. Since its incorporation in 1958, the firm has completed more than 15,000 assignments for a wide-range of public- and private sector clients in all 50 states and 90 foreign countries. The firm's portfolio of national and international clients is served from offices in strategic locations:

- Los Angeles
- Chicago
- San Francisco
- Washington, D.C.
- London
- New York
- San Diego

Much of our work concentrates in finding solutions for our clients' real estate asset management. This is especially true for government and community-managed property like surplus military facilities, DOE property, excess hospital facilities, and VA property targeted for Enhanced Use Lease transactions. ERA has completed about 40 assignments of this type, of which nine have been for VA medical centers in the Midwest and the East Coast. In addition, we provide the same services for private clients in their decision-making process and understand the critical private side of the public-private implementation initiatives.

Some of our key projects are summarized below.

Department of Veteran Affairs Experience

ERA has completed a number of projects for the Department of Veteran Affairs under their Enhanced-Use Lease program, which defines what types of new development and adaptive reuse would be feasible for surplus land and buildings at VA hospital sites.

Enhanced Use Real Estate Assessment

Cook County, Illinois

Client: Hines Veterans Affairs Hospital

ERA was engaged by the Department of Veterans Affairs (VA) to determine the potential market values of vacant surplus land and achievable lease rates for existing buildings at the Hines VA Hospital. ERA was asked to consider potential reuse of 5 specific buildings and several vacant parcels of land on the Hines Campus. ERA's approach included a neighborhood review of demographic trends and real estate development factors for defined western suburban areas of Cook County, including retail, office, industrial, and residential development. Recent land sales activity in the larger regional market was documented, with emphasis on sales of land for different commercial uses, to help estimate potential land values for different development sites at the Hines VA site. The assessment also generated rental income estimates from existing space



supported by broader market indications. ERA identified several local organizations that might have interest in VA properties. At least one of these is currently negotiating with the local staff to lease the space available.

Enhanced-Use/Market Potential

Iron Mountain, Minnesota Client: Hines Iron Mountain Veterans Affairs Medical Center

ERA was retained by the VISN 12 Department of Veterans Affairs to identify market potentials for the Iron Mountain VA Medical Center (IMVAMC) in accordance with Enhanced-Use legislation. ERA examined regulatory issues, historical and projected population, household data, neighborhood, and market conditions in the Iron Mountain/Kingsford area. The conclusions made identify the real estate sectors compliant with Enhanced-Use legislation, and most compatible with the existing site in its given marketplace, including: Residential (including senior housing), retail, and industrial. Also, several leads were discovered and passed on to the IMVAMC and VISN 12 Chief Engineer for prospective tenants looking for retail, educational, and medical office space.

Enhance Use Lease / Adaptive Reuse Analysis for Zablocki VAMC

Milwaukee, Wisconsin Client: US Department of Veteran Affairs

For the US Department of Veteran Affairs, ERA performed real estate market analysis for the Zablocki VAMC in Milwaukee, Wisconsin. This analysis targeted properties that the VA designated as under-utilized and available for the Enhanced-Use lease program. ERA identified the real estate assets with market appeal and identified market opportunities in various real estate sectors. The analysis quantified the achievable rent levels, indicated market values, and estimated renovation or retrofit costs. Recommendations were made concerning specific market opportunities for the VA to pursue along with implementation options. Specific opportunities identified include two land parcels, the historic hospital, and an assisted-living complex. Implementation and further concept refinement are in the works.

Enhanced Use Lease / Adaptive Reuse Analysis for Lakeside and Westside VA Hospitals

Chicago, Illinois Client: US Department of Veteran Affairs

ERA performed real estate market analysis for two VA Medical Centers in Chicago. Lakeside Hospital is a 3-building complex covering almost 600,000 square feet of space. The Lakeside assessment evaluated market support for medical office, hotel, residential (including senior housing, apartment, and condominium), retail, parking, and institutional uses such as adult day care. Much of this focus was on a building called the Bakers Building, which had the greatest potential for redevelopment. The surplus property inside the medical center is not longer in play as the VA and Northwestern Hospital are in discussions about the hospital / university acquiring the entire site. The Westside hospital, covers 587,000 square feet, assessment included the evaluation of commercial real estate uses similar to Lakeside, but also including opportunities for childcare and commercial restaurant development. This project took on a more innovative approach in which ERA evaluated first-floor options and air rights development in a parking garage.



Enhance Use Lease: North Chicago VA Medical Center
Chicago, Illinois

Client: US Department of Veteran Affairs

ERA was the consultant to this VA medical and VISN 12 to define the opportunities that would be feasible for a surplus historic meeting facility and related dorm space and about 90 acres of vacant land. Our analysis focused on these specific spaces. We defined how the dorm type space could be used for a youth correctional facility that would be self contained. (However, this use was not of interest to the VA leadership on site.) We also identified how the vacant land could be used for new construction of housing, a 9-hole golf course, or for expansion by the adjacent college. Discussions had begin to pursue these options.

Market and Financial Analysis Waterfront VA Site
Hampton, Virginia

Client: Veterans Affairs Medical Center

ERA was engaged by the Veterans Affairs Medical Center in Hampton, Virginia to perform a real estate market and feasibility analysis for enhanced-use programming. The analysis examined the existing utilization of VA facilities and assessed the potential for leasing-out excess space. ERA evaluated and ranked programming options against market, community and VA objectives. ERA performed a discounted cash flow analysis to determine the value of the development and project lease revenues. The analysis also estimated the value of the site under a redevelopment scenario whereby all land and facilities would be sold to a private developer. This analysis considered the waterfront location, market conditions, environmental and adaptive reuse issues, and other factors. Given the redevelopment options, ERA recommended the VA pursue leasing options with an adjacent University and consider further investigations into potential cost savings of leasing facilities to a private energy operator.

Enhanced Use Options William S. Middleton Memorial Veterans Hospital
Madison, Wisconsin

Client: Department of Veterans Affairs

ERA assessed land use options for the Madison VA hospital. Under a part of the Veterans Integrated Service Network 12 ("VISN 12"), ERA analyzed the feasibility of several land use options, including: retail, hotel, daycare, transit stop and multi-deck parking. The VA then used these findings to better utilize this facility. The optimal approach for this property was to lease the land to the University of Wisconsin for parking facilities. ERA provided an appraisal / valuation to define the starting point for the VA to begin negotiations with the University.

Use Options and Viability Assessment
Tomah, Wisconsin

Client: Department of Veterans Affairs

The VA Medical Center in Tomah, Wisconsin was part of a study that focused on the land use options for its under-utilized facilities and land. ERA was hired to identify all potentially uses for this property. Further, ERA was asked to assess each option's viability as it pertains to local business climates, regional demographics, and regional needs. Options assessed included: single-family housing, multi-family housing, elderly housing, office space, retail, industrial use, and youth home development. In the final cut of this analysis, the site did not have significant market opportunities because it is located in a very small community in a rural area.



A summary of some of our non-VA projects follow. Additional details of these can be provided upon request.

Federal City Redevelopment Program Financial Assessment

New Orleans, Louisiana

Client: New Orleans Federal Alliance

(NOFA)Needs Assessment Studies – US Air Force and US Navy

Various Locations

Client: US Air Force Services Agency

Reuse Plan - Naval Undersea Warfare Center

New London, Connecticut

Client: City of New London, Office of Development and Planning

Fiscal And Economic Impact- South Weymouth Naval Air Station Reuse

South Weymouth, MA

Client: Massachusetts Development Finance Agency

Fort Greeley Military Base Economic Development Conveyance Application

Delta Junction, Alaska

Client: Delta Junction Local Redevelopment Authority (LRA)

Market Analysis and Economic Planning for the Governors Island Redevelopment Plan

New York, NY

Client: Regional Plan Association

Savanna Army Depot Reuse Plan

Savanna, Illinois

Client: Savanna Army Depot

Reuse Plan - Naval Air Warfare Center

Bucks County, PA

Client: Naval Air Warfare Center

Oak Ridge Facilities Planning And Analysis

Oak Ridge, Tennessee

Client: Department of Energy

Orlando Naval Training Center Redevelopment

Orlando, Florida

Client: Oakhurst Park Partners

Impact of Closing Five San Francisco Area Naval Bases

San Bruno, California

Client: Naval Facilities Engineering Command

Base Reuse Plan, Hancock Field

Syracuse, New York

Client: Office of Economic Adjustment of the Department of Defense

Umatilla Army Depot, Reuse Strategy

Portland, Oregon

Client: Industrial Design Corporation

Myrtle Beach AFB Reuse Strategy

Myrtle Beach, South Carolina

Client: Myrtle Beach AFB



Analysis of Closure of Radar Stations in Six Northern United States Cities
North Central United States Client: Office of Economic Adjustment

Tustin Marine Air Station Urban Reuse Project
Tustin, CA Client: City of Tustin

Brooks Air Force Base /South East Side Redevelopment Strategy
San Antonio, Texas Client: City of San Antonio, Department of Economic Development

Defining Reuse Market Potentials
Pomona, California Client: City of Pomona

Potential Economic and Fiscal Impact Clarification
Downey, California Client: City of Downey Redevelopment Agency

Market Viability of Aviation Center
Plattsburgh, New York Client: Plattsburgh Airbase Redevelopment Corporation

Defense Depot Reuse Plan
Ogden, Utah Client: Ogden Army Depot

Tustin Marine Air Station
Tustin, CA Client: City of Tustin

Chanute Air Force Base Aviation Museum Assessment
Rantoul, Illinois Client: Village of Rantoul

Adaptive Reuse, Federal Triangle Building
Washington, DC Client: General Services Administration

Adaptive Uses Of Old Historic Building for GSA
San Francisco, CA Client: Shalom Baranes Associates

Adaptive Reuse Strategy for Kane Hospital
Pittsburgh, Pennsylvania Client: Allegheny County



Carpenter/Robbins Commercial Real Estate

Carpenter / Robbins Real Estate, Inc. is a service disabled veteran owned small business located in San Ramon, California. Its services are tied to commercial real estate with both regional and national connections.

The firm represents Fortune 500 clients as well as smaller real estate and development – oriented businesses. Established a service niche in federal government transactions with the post office as one of its primary clients.

Services include fee development, project management, tenant consulting, leasing, due diligence, management, facility standards, etc. Other clients include institutional property owners such as Wells Fargo Bank, Prudential Real Estate Investors (PRISA), AMB Institutional Real Estate Advisors, Koll Real Estate Group, Clorox Corporation, SAP Software, Frito-Lay, the General Services Administration of the United States Government, and the United States Postal Service.

Carpenter/Robbins Commercial Real Estate, Inc. it is a San Ramon, California based commercial real estate company with national connections. Known to its clients for outrageous service and aggressive representation, clients have ranged from small start-ups to the largest user of space in the country.

The Principals brought extensive experience and resources to the company. Integrity, diverse skills, and ability to call on and manage outside resources have been a hallmark of our success and has resulted in assignments from leading corporations, development companies, and institutional property owners; including Wells Fargo Bank, Prudential Real Estate Investors (PRISA), AMB Institutional Real Estate Advisors, Koll Real Estate Group, Clorox Corporation, SAP Software, Frito-Lay, the General Services Administration of the United States Government, and the United States Postal Service.

Real Estate Services

Development Representation

Fee Development Tenant Consulting
Entitlements Acquisitions / Dispositions
Project Management Leasing
Build and Buy to-suits
Marketing Plans

Consulting Special Projects

Due Diligence Employee Transportation
Management Property Management
Benchmarking
Project Feasibility Analysis Facility
Relocation
Corporate Services Field Sales Office
Facility Standards
Lease Administration Valuations
Strategic Planning
Asset Management



ARGO Systems, LLC

ARGO Systems, LLC, a service-disabled veteran owned small business, specializing in engineering and information technology services for the Federal and state governments. ARGO provides professional services for the environmental, industrial hygiene and construction fields. ARGO is headquartered in Crofton, Maryland.

ARGO has in-depth professional knowledge and experience in the multiple disciplines required of environmental engineering services. ARGO personnel have a strong history of performance for Federal facilities to include the Veterans Administration and Department of Defense. ARGO provides technical expertise and management to investigate, evaluate, and develop cost-effective solutions for multimedia environmental problems. ARGO personnel have a strong knowledge of regulatory requirements to include CERCLA, RCRA, NEPA and ASTM (Environmental Assessments). Our capabilities include:

- Phase I, II Environmental Assessments
- Facility Audits
- Baseline Surveys
- Geotechnical Investigation & Sampling
- Preliminary Assessment/Site Inspection
- Remedial Investigation/Feasibility Study
- Remedial Actions

ARGO performs an array of industrial hygiene services in a manner that results in a reasonable solution to your workplace health and safety issues. ARGO personnel are familiar with the Joint Commission on Accreditation of Health Care Organizations (JCAHO) survey procedures. The concentration is on operational systems critical to the safety and quality of patient care. Our capabilities include:

- Asbestos Surveys
- Lead-Based Paint Investigations
- Indoor Air Quality Investigations
- Mold investigation/oversight
- OSH Training and Development
- Ionizing and Non-Ionizing Radiation Safety

ARGO can provide a broad range of services related to the new construction and/or rehabilitation of hospital projects. With the disciplines of civil, structural, mechanical and electrical, we can provide the necessary expertise to assess building structures and possible enhancements. Our capabilities include:

- Cost and Schedule Control
- Quality Assurance/Quality Control
- Specification//Constructability Review
- Mechanical/Electrical Commissioning
- Change Order Management
- Dispute/Claims Resolution



Logan Russack, LLC, Legal Services

Logan Russack, LLC is a service-disabled veteran-owned small business (SDVO/SB) law firm under Public Law 108-183 Veterans Benefits Act of 2003.

Logan Russack LLC has performed legal general counsel and business consulting services for various business, public and private entities. Our clients have included State Departments of Insurance, State Departments of Securities, DOD, FBI, as well as private corporate entities ranging from fortune 500 companies to small sole proprietorships. Our range of regulatory and civil litigation experience has enabled us to provide enhanced services to maximize value, anticipate contests and resolve disputes. This experience will allow us to provide integrated support services consistent in scope and complexity with the statement of work;

Principles of our firm have served as court appointed Trustee's and Receivers entailing full background investigations and full trust and support by various state and federal courts in the integrity, efficiency, fidelity and quality of services provided. Our strength lies in legal project management. We seek efficiency, resolution and anticipation of potential adversity.

Specific Enhanced-Use Lease Services

Upon receipt of an IDIQ Contract award and Task Order, we will develop and provide a Statement of Work that details task assignments, deliverables, and documentation. We are prepared to provide the full range of Enhanced-Use Leasing developmental and transaction support. Logan Russack shall have expertise and provide all resources necessary to perform the specific requirements as defined in the statement of objectives and as directed in the individual task orders, or as directed by individual medical centers in their Task Order Requests. We are prepared to immediately provide the following:

1. Enhanced-Use Lease Execution – we will provide assistance as requested in carrying out the Department's Enhanced Use Lease opportunities.
 - a. Legal transaction and documents (subject to VA legal dissection, review and approval)
 - i) Memorandum of Understanding (MOU);
 - ii) Memorandum of Agreement (MOA); or
 - iii) Lease
 - b. Financial transaction and accounting treatment
 - c. Notice of Intent to Award, with supporting documentation for internal and external review
2. Enhanced-Use Lease Management
 - a. Lease administration – to include drafting, review, negotiate and perfect necessary documents and records.
 - b. Lease compliance inspections – including assurance of adequate security, and performance of terms.
 - c. Contract renewals
 - d. Other services as determined in support of Enhanced-Use Leasing – including resolution of non or under performing contracts by lessee's.



Additional Team Member Corporations

A brief overview of each of the Team's other subcontracted firms follows:

Savage-Gaston, Hogan & Hargrove, P.A., Legal Services

Savage-Gaston, Hogan & Hargrove a service-disabled veteran-owned small business was established in 1990. The firm's attorneys have experience in transaction and litigation practice. They have performed well over a million dollars in title services to the Florida Department Of Environmental Protection Regional Land Acquisition. Further, the firm has served as closing agent for the U.S. Department Of Housing And Urban Development involving: title search reports, title examination, clearing title defects, ordering necessary reports and information, and the preparation of closing documents. Since October 2001, the firm has handled 500+ closings on behalf of U.S. Department Of Housing And Urban Development and expects to double that amount within the next year. The attorneys' credentials include academic honors in engineering, public health, and advance degrees in business.

McCarthy Sweeney & Harkaway, Legal Services

McCarthy Sweeney & Harkaway, P.C. will provide legal counseling for instance where assistance is non-real estate related. Their area of expertise is in government contracts - - which may come into play for in-kind services contracts at VA facilities. Their staff would be available to assist with contract administration, contract formation, and contract overnight. The staff works closely with Assistant United State Attorneys throughout the United States.

Nash Wilson Associates, Inc., Appraisals

Nash Wilson is a service-disabled veteran-owned small business with a specialty of real estate appraisals. He is a certified with the Professional Appraisal Designation of MAI of the Appraisal Institute and ASA of the American Society of Appraisers. He is a certified general appraiser in Ohio. His recent business experience includes a rent study for the Veterans Administration Medical Facility in Chillicothe, Ohio and other consulting support for the VA Medical Centers in Columbus Ohio.

S&A Environmental Consultants, Inc., Environmental Engineering Services

A service-disabled veteran-owned small business, HUBZone-certified firm specializing in environmental engineering, consulting, design and regulatory compliance. Skilled in NEPA, UXO, remediation, pollution prevention and analysis, inspections and facility and property management.

Sygenetics Inc., SDV Placement Service

Incorporated in 1985 as a service-disabled veteran-owned small business (SDVOSB) & HUBZone certified company, Sygenetics, Inc. employs certified specialists with the credentials, experience and skills necessary to provide the surge capability in the areas of environmental engineering, facility and property management, architect, financial analysts, technical writers and administrative support to meet all aspects of resource requirements.



Gilmore Franzen Architects, Inc.

Gilmore Franzen Architects, Inc. (GFAI) is a female majority-owned business dedicated to providing quality, architectural services for a full range of project types such as conservation and restoration projects, religious structures, corporate interiors, and recreational facilities. We have experience preparing historic structure reports, feasibility studies, building assessments, and maintenance plans. We have experience with renovating both interiors and exteriors, designing additions sensitive to the existing architectural character, and preparing master plans that identify and integrate a wide range of long term needs. Compliance with the Secretary of the Interior's Guidelines for the Treatment of Historic Properties is a fundamental component of all our projects on historic buildings. GFAI combines design excellence with respect for existing construction, and the evolving needs of modern society. In addition, GFAI treats each building as a whole with integrated, interrelated components. We work closely with the client to determine the needs and goals of the building project, and to ascertain future facility requirements.

ENSYNC Diversified Management Services , Inc., Facility Management

Ensync is a woman-disabled veteran-owned small business. Ensync is experienced in all facets of facility management and operations. Having received extensive training and experience in the military in managing large facilities including moving tenants into and out of the facilities, preparation for closure and environmental inspections. Additional training as an environmental technician in hazardous waste management was applied to facility management operations.

Beacon Companies, P.C., Environmental Engineering Services

Beacon Companies, P.C. is a small, veteran-owned consulting engineering company providing civil and environmental engineering services for a wide range of public and private clients throughout the U.S. and internationally. Environmental Planning- area-wide and specific site planning for water, wastewater and storm water pollution prevention, including wetlands identification and mitigation. Environmental Engineering- permitting, design and construction administration of environmental components including, potable water, wastewater, storm water, waterfront development, underground tank identification and removal, asbestos containment and removal, structural and non-structural pollutant removal methods, solid and hazardous waste disposal, remediation and reuse of solid waste disposal sites, use of infrared aerial photography and ground penetrating radar to locate pollutant sources. Senior Civil Engineering- Many projects have been completed involving transportation, traffic, drainage, utilities, facilities condition inspections, hurricane damage inspections, foundation investigations and design, structural inspections and fire protection system analyses, inspections and designs.

HEPCO

A veteran-owned small business (VOSB) that provides placement services from a national employment registration of over 16,000 veterans that have been certified specialists with the credentials, experience and skills in the areas of legal services, environmental engineering, facility and property management, architect, financial analysts, technical writers and administrative support to meet all aspects of DVA's resource requirements.

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APPENDIX II

Team Members

Professional Consultants Resumes



Appendix II – Team Professional Personnel Resumes

Team Members Personnel Education, Backgrounds and Past Experience

Our teaming is one that brings the DVA the needed skills and capacity to carry out this project successfully. The objective of this contract is to ensure that the majority of the work is performed by Small, Disabled, Veteran Owned firms. The Management Technology Team will accomplish this and bring to the project a strong mix of technical skills in the following areas:

- Project management
- Strategic management
- Brokerage and leasing
- Lease management and oversight
- Financial analysis
- Appraisal (MAI)
- Environmental assessment
- Historical analysis
- Legal assistance
- Land planning.

These skills are brought to the team by the professional consultants that are employed by the individual corporate member, all of whom meet the DVA criteria for this contract.

Key Management Team Members

The key management Team members represent the most experience in the contractual and technical management of the four critical technical skills areas of this contract:

- Contract Management
- Real Estate Analysis and Management
- Engineering
- Legal

Although there are ten other firms that add specific and expanded professional skills, it will be the key management Team members that will provide the contract and technical management, quality control and oversight needed to maintain an optimum delivery of services. In the following pages, the key management Team members are indicated with highlighted **BLUE** names and titles. The selected professional consultants from the ten other firms that will add their professional skills to our Team are listed in highlighted **BLACK** names and titles.



THOMAS V. WATKINS, Contract and Business Management Consultant

I am a qualified and experienced government contract manager with more than 19 years of hands-on experience in all aspects of contract management and business development in a profit and loss commercial business environment. I have an 88% win record for proposals that I have managed - winning more than \$3 billion in contract awards. I have provided advice and consultation that has led to the successful award of 61 contracts or contract expansions.

Qualifications

Business or Government Contract Management

Skilled in management and analysis of government acquisition, RFPs, proposals, task orders, funding vehicles and contracts. Extensive experienced in personnel management techniques and the design, creation and use of automated contract management tools. Skilled and experienced in facilitation, specification, evaluation and costing of user requirements. Knowledgeable in cost planning, estimation and containment and in contract management of cost, performance and schedule. Former government program manager of \$1.6 billion contract, COTR on 72 contracts.

Education

Bachelor of Science, Computer Science, University of New Mexico, 1971
Bachelor of Engineering, Electrical Engineering, University of New Mexico, 1972
MBA Information Technology Management, Phoenix University, 1991
Minor (21 credit hours or more) in English, History, Engineering, Physics and Math
Continuing education to maintain currency - now totally more than 327 credit hours

Other Related Formal Professional Education and Certifications

Contractor Performance Measurement Course, DSMC
Executive Course - Procurement and Acquisition, DSMC
Federal Contract Management, CCPO, Washington, D.C.
Federal Budget and Acquisition Management, CCPO, Washington, D.C.
Program and Acquisition Management, NAVAIRSYSCOM at Ft. Belvoir, VA.
Navy Department Planning and Management Systems, CCPO
The Washington Arena, Procurement and Acquisition Processes, CCPO
Process Modeling and Business Optimization, KPMG
Business Process Reengineering, Wizdom/WARIA
Organizational Change Management, ASD/C3I
Commissioned Naval Flight Officer and Mission Commander (21 years)

Relevant Experience

Business Development Consultant
Provided successful RFP responses to USMC, US Army and USDA related to OMB Circular A-76, BPR and ABC studies. Wrote SOW's, management the solicitation, receipt of bids and supported source selection for \$23M in systems design and logistics facilities management for the Department of the Army, Office of the Deputy Chief of Staff for Logistics (DA ODCSLOG).

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Acquisition Management Consultant

Advised senior management of the US Department of Agriculture in the design, acquisition management and RFP/SOW development, source selection and negotiations for a wide area network of my design. Designed and managed the development and use of an automated life-cycle management system and automated contract management aids for use in the life cycle management of the \$1.2B USDA "Info Share".

THOMAS V. WATKINS, Contract and Business Management Consultant (continued)

Quality Acquisition Management Consultant

Advised the executive level management of Defense Medical Systems as a quality acquisition consultant. Using structured process analysis, work flow diagrams and modeling, I modeled, designed, prototyped, implemented and delivered automated procurement planning and project management capabilities including an automated statement-of-work generator for the \$1.6B Consolidated Health Care System (CHCS) - a wide area Intranet deployed to 540 DoD medical facilities. Designed, programmed and installed a contracting and decision support expert system.

Contracts Administrator

As a DoD contract administrator, I automated contract deliverables and periodic reporting using a unique automatic "smart" document that met all the client's needs but required less than two hours per week of administrative overhead per contract. Devised, designed and created an automated method to integrate time sheet reporting, contract administration and periodic invoicing with the company's legacy corporate accounting system. Designed and implemented an automated rapid contract management process that cut vendor contracting time from 8 months to 4 weeks and greatly improve the ability to manage contract compliance.

Director of Management Services

Advised corporate management of an international small business-consulting firm on business development techniques and opportunities. Identified, bid and won six contracts within the first 9 months of employment totaling \$977,280. Developed a marketing plan to move company into a high demand, low competition market and high profit in civilian and government contracts.

Decision Support Analyst

Supported the program management and technical analysis of several concurrent clients, including: Office of the Secretary of Defense for Logistics, Chief of Staff for the Department of the Army, NSA Information Assurance; and OSD Manpower Planning. Provided task analysis and management, schedule planning support, and technical analysis using various automated tools. Developed and trained Balanced Scorecard for Executive Governance. Performed all aspects of a solicitation for vendor services support. Supported new business development with analysis and contributions to RFPs, RFIs and proposals.



CHERYL BAXTER, Military Base Redevelopment & Strategic Planning

For more than a decade, Ms. Baxter has been actively involved in a variety of projects, which are linked to decisions made by the military to either close (or expand) military facilities. Much of this work has focused on base closure strategic planning at the community level. She was the managing partner for all the work that the firm has done as part of the Department of Veteran Affairs Enhance Use Lease consulting. As well, she has been involved in a number of economic development projects, which provide the needed expertise for base adaptive reuse planning.

Ms. Baxter has been a consultant for 31 years. Prior to joining ERA in 1988, she was a Vice President with Real Estate Research Corporation. She received her B.S. in Economics from UCLA and her Masters from UCLA's School of Business. She has published widely, and has been a featured speaker at the National Association of Installation Developers, discussing with base-closure impact communities approaches to reuse and revitalization.

Listed below are a number of the more relevant assignments of this type that she has directed:

- **Ogden Army Depot.** Reuse plan market and economics, implementation, and financial forecast, business and operations plans, EDC application.
- **Brooks AFB / Citybase.** A strategic plan and impact analysis for the conversion of an active military base into part of the San Antonio, with the City becoming the landowner and economic development entity. The AF would be a tenant so that infrastructure and operating costs would be minimized and the base's financial position would be stronger.
- **Naval Undersea Warfare Center, New London, CT.** Reuse plan, market / economic analysis, implementation, business targeting, implementation, interim leases, business plan, packaging.
- **Naval Air Warfare Center, Pennsylvania.** Reuse plan, market and economics, financial and business plans, implementation, marketing and video materials.
- **Weymouth Naval Air Station.** Preliminary business plan, financial / economic impacts.
- **Fort Sheridan, Illinois.** The initial closure study for this Army base was prepared in 1979 to 1980 with an economic development focus for a county which was then suffering economic distress. The reuse plan included activity such as speculative office, R&D/business park, institutional, and other facilities such as housing and recreation used to support the overall concept. Because the closure announcement was canceled, Ms. Baxter headed the team in 1991 to develop a current reuse plan.
- **Myrtle Beach AFB.** This facility is part of the Grand Strand of South Carolina, a major tourist and resort area along the ocean. Our focus is looking at over thirty potential public and private uses including expansion of the existing airport, related business park activity, tourist attractions such as theme park, museum, and related support facilities, and public recreation



- **Umatilla Army Depot.** This facility covers over 18,000 acres in northeast Oregon. Ms. Baxter, as economist, evaluated the agrarian-based economy, related manufacturing, regional distribution, and local tourism to develop an economic reuse program for the base. She recommended how the community position itself for implementation and identified the federal property transition legislation governing reuse.
- **Loring AFB** project manager of a five-member team, Ms. Baxter managed a comprehensive assessment of the base characteristics (utility, environmental, air-side facilities, and structures) as well as the regional economy and developed a reuse plan that builds off the airfield assets for aircraft maintenance activities and the airport for an air cargo link to CIS nations. Other uses - Job Corp, prison health, tourism, business park, etc., were recommended.
- **Fort Polk, Louisiana.** Ms. Baxter was part of an economic adjustment team that identified how the communities surrounding this realigned base could rebound from the loss of an Army division and the resulting impacts. We recommended that the region market its industrial assets as well as natural resources and Louisiana ambiance for tourism.
- **Hancock Field AFB.** This strategic plan was prepared in the mid 1980's; today it has become Hancock Business Park and all of the existing military space has been leased. Users within the facility include incubator businesses as well as established industries. The second phase of the reuse is pending, and will be linked to the expansion of the Syracuse International Airport.
- **Canadian Border Radar Bases.** Each of these bases was a unique challenge, due to the remote location in rural areas along the Canadian border. The facilities had various amenities, which could be leveraged for reuse. A number of unique recommendations were suggested including a sunflower seed processing plant. Sites included Havre, Montana; Opheim, Montana; and Minot, North Dakota.
- **Kings Bay Naval Submarine Base.** An assessment for the major private property owner in the area which looked at the forecast for military employment and households which would be effected by the development of this facility. The study identified jobs, business development opportunities, and land needs which this owner/developer could capitalize on.
- **Fort Drum, Watertown, New York.** An after-the-fact assessment of the Watertown area after over 10,000 military employees were moved in as part of a massive buildup project. The study identified the interrelationship the military buildup had to the community -- all aspects -- including economic development, housing, education, social services, infrastructure, land use, agriculture, etc. This study identified the means by which and the success achieved dealing with each of these impacts.
- **Southern Tier, New York.** Currently, the manager of a three-county subregion assessment in a large geographic area which has been heavily impacted by cuts in defense spending to contractors. Ms. Baxter is identifying the link of these cuts to the existing business community, evaluating the region in terms of assets and liabilities, and developing a strategy for each of three counties to adapt and revitalize after the defense impacts.



JEFFREY D. HOGAN, ESQ.

Legal Experience

SAVAGE-GASTON, HOGAN & HARGROVE, P.A.

Partner

Civil litigation, personal injury and worker's compensation Defense

February 1994 to present

LAW OFFICE OF MAURICE B. MOSLEY

New Haven, Connecticut

Associate Attorney

General practice including personal injury, insurance defense, landlord/tenant, bankruptcy, collections, foreclosures and real estate matters

August 1990 to February 1994

UNIVERSITY OF FLORIDA COLLEGE OF LAW

Student Intern - Spring 1990

Gainesville, Florida

Civil Clinic Program

Handled cases involving contract disputes

Education

University of Florida College of Law

Juris Doctor 1990

Southern Connecticut State University

New Haven, Connecticut

Bachelor of Science, Public Health 1984

Bar Membership

Admitted to Connecticut Bar 1991

Admitted to United States District Court, District of Connecticut 1991

Admitted to the Florida Bar 1992

Admitted to United States District Court, Middle District of Florida 1994

Other Affiliations

Orange County Bar Association

Academy of Florida Trial Lawyers

Savage-Gaston, Hogan & Hargrove, P.A.

Other Key Projects

Voice of America Transmission Site, Cincinnati area – A 600+acre site that housed the radio transmission towers during the cold war. The evaluation defined industrial park, retail, and other related business opportunity.

Wayne County, Michigan – Development strategy for a 2,000-acre business park adjacent to Detroit International Airport, including demand, absorption and recommended support uses. A second contract forecast R&D / technology tenants to assist in State funding.

Economic Development Strategies. A number of county-wide or city economic development strategies throughout the country in such areas as Dallas, San Antonio, West Palm Beach, Winston-Salem, Escanaba (Michigan), Cook County (Chicago), DeKalb County, and East Point, Georgia.

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THOMAS A. LABOON, P.E., Program Manager/Director

Qualifications Summary

Thirty-three years of challenging experiences in management and operational leadership positions for both the public and private sectors. Twenty years in the U.S. Navy's Civil Engineer Corps managing facilities of all types; directing variety of contracts for facility construction, maintenance and repair; developing strategic plans; independently managing organizations with worldwide responsibilities; and working at the highest levels of the US government as the White House civil engineer for four years. Five years in the private sector environmental consulting business successfully satisfying client requirements. Nearly three years as Property Manager for a private estate employing over 200 people in the development of a world class 1400-acre estate.

Education

Georgia Institute of Technology, M.S., Sanitary Engineering, 1974
Georgia Institute of Technology, B.S., Civil Engineering, 1973
U.S. Naval Academy, B.S., Mechanical Engineering, 1971

Professional Experience

Held various positions of increasing responsibility involving construction management, facility maintenance and repair, policy development, contract administration, environmental engineering, planning, programming and budgeting.

As White House Engineer and Resource Manager was responsible for selecting and overseeing contractors for facilities services (design, construction, maintenance, repair, etc.) at numerous locations including the White House complex and Camp David. Promoted to Resource Manager with oversight responsibilities for \$200M annual budget and 2,000 personnel; developed strategic and emergency response plans; directly interacted with Presidents Reagan and Bush on several projects involving maintenance and security of their personal residences.

Commanding Officer of an environmental organization with 150 employees and \$50M budget. Identified, analyzed and resolved energy and environmental problems for Navy and Marine Corps bases worldwide. Led Navy's hazardous waste efforts worldwide. Coordinated with various federal/state agencies. Conducted Navy-wide environmental education courses. Certified Navy Contracting Officer.

Director of Navy's shore facility environmental protection program worldwide at the Naval Facilities Engineering Command HQ in Washington, DC. Developed program guidance, approved project budgets, fiscal responsibility for annual program budget. Initiated and presented environmental education courses to senior level Navy officials. Developed strategy and policy in the Office of the Secretary of Defense for compliance with environmental laws. Presented positions to EPA, Congressional staffs, and other regulatory agencies.

Developed environmental training course for government employees. Developed winning strategy and quality proposals and teaming agreements with strategic partners; led DoD team efforts for the east coast. Had complete fiscal responsibility for each contract.



JOYCE SAVAGE GASTON, ESQ.

Legal Experience

Savage-Gaston, Hogan & Hargrove, P.A. Orlando, FL June, 1990-Present

President/Managing Partner

- Manage and oversee firm's administrative functions
- Manage and oversee firm's projects
- Fourteen (14) Years Trial Experience
- Areas of Expertise: Real Estate and Probate - since November, 1989
- Title Searches - over fourteen (14) years experience
- Title Examinations - Over fourteen (14) Years experience
- Title Insurance Agent, Attorney's title Insurance Fund, since 1991
- Title Insurance Agent, First American Title Insurance, since 2003
- Title Insurance Agent, LandAmerica, since 2004
- Real Estate Contract drafting and review
- Outside Counsel to Resolution Trust Corporation
- Real Estate Vested Rights Hearing Officer for Orange County
- Mortgage Foreclosure Counsel
- Code Enforcement Foreclosure Counsel

Areas of Practice:

- Real Estate Law, Family Law and Probate

EDUCATION

University of Arkansas	Fayetteville, AR	Juris Doctor Degree	May, 1987
University of Arkansas	Pine Bluff, AR	Bachelor of Science Degree	
Graduated Cum Laude	May, 1981		

SPECIALIZED SKILLS

Title Insurance Agent
Attorney's Title Insurance Fund
First American Title Insurance Company
LandAmerica Title Insurance
Real Estate Closing Agent since 1991
Member Real Property, Probate and Trust Law Section of the Florida Bar

OTHER AFFILIATIONS

Economic Navy Base Reuse Commission
Orlando Chamber of Commerce
Board of Directors-Winter Park Chamber of Commerce
Board of Directors of UCF McKnight Center of Excellence
Advisory Board-North Council, Orlando Chamber of Commerce



Richard E. Starr, Qualifications in Community and Economic Development

WORK HISTORY

Economics Research Associates (ERA), Chicago, IL
Real Estate Research Corporation (RERC), Chicago, IL, Sr. Vice President
City of Chicago, Planning Department, Housing Development Director
Model Cities, Worcester, MA, Executive Director
City of Lorain, Lorain, Ohio, Community Development Director
Dept of Housing and Urban Development, Chicago, IL, Field Representative

PROFESSIONAL EXPERIENCE

Mr. Starr's professional experience has been focused on the following areas:

- Development strategy and planning projects for public and private clients.
- Market research for all aspects of real estate development and impact analysis.
- Consensus and capacity building for real estate development entities.

Examples of the projects he has managed recently include:

- Downtown Development - Revitalization strategies for Lexington, Battle Creek, Memphis, Des Moines, Anchorage, Peoria, Omaha, West Palm Beach, Lafayette, Cincinnati, Baton Rouge, Great Falls, Oklahoma City, etc.
- Neighborhood Development - Projects in Dallas, Cleveland, Omaha, Raleigh, San Antonio, and Davenport, Iowa.
- Events Centers - Market, feasibility, impact analysis and financing concepts for convention arena and performance centers in Des Moines, Branson, Council Bluffs, Omaha, Calgary, New Orleans, Erie, Greenville, Idaho Falls, Anchorage, etc.
- Development Strategies - Market and feasibility analysis for a wide variety of mixed-use development concepts for public and private clients including development strategies, economic impact analysis and implementation plans. Clients include (major developers, i.e. Homart, Harrahs, Hutchinson Lucaya, Delaware North Parks) institutions (i.e. military bases, hospitals, railroads, etc.) and public entities involved in economic development.

Mr. Starr served for 10 years as a Visiting Professor to the Fels Institute at the University of Pennsylvania and has taught part-time at Loyola and DePaul Universities Graduate School of Public Policy.

AFFILIATIONS

National Council for Urban Economic Development
Urban Land Institute

EDUCATION

B.S. Economics and Geography, University of Wisconsin
City Planning, Illinois Institute of Technology
M.A. Urban Studies, Loyola University

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JOHN R. ROBBINS SIOR, Principal

John Robbins is a 29-year veteran of the real estate industry. Prior to Carpenter/Robbins Commercial Real Estate Inc., Mr. Robbins was Director and Branch Manager of Cushman & Wakefield (Silicon Valley), Vice President and Regional Manager of Norris, Beggs & Simpson (San Francisco), Vice President and Operating Partner at Lincoln Property Company, Development Manager for Town Center East in Foster City, and Senior Sales Consultant and Sales Manager at CB Richard Ellis.

Mr. Robbins has personally leased or sold millions of square feet of commercial properties. In addition, he has supervised property management, mortgage banking, appraisal groups, and leasing teams on every type of commercial product, from high-rise office buildings such as San Francisco's Embarcadero Center and 101 California to the disposition of a Santa Clara County five building world headquarters complex. He has also developed over two million square feet of office and industrial properties, multiple custom homes, and several hundred acres of land.

Mr. Robbins holds an MBA and a BS in Industrial Management from San Jose State University. Mr. Robbins is a member of the Urban Land Institute, Society of Industrial & Office Realtors, and has also been an instructor in real estate at the University of Denver and Golden Gate University in San Francisco. He has just completed serving 6 years as a Trustee for the private non-profit College Preparatory School and presently serves as a Trustee of the non-profit Family Support Services of the Bay Area.

AMY ZAPOTOCZNY, Administrative Coordinator

Amy Zapotoczny is the company administrator and started with the firm in 2001. Ms. Zapotoczny is responsible for administrative support to both the Principals and the salespeople, as well as assisting with projects received from the United States Postal Service and General Services Administration. Prior to joining Carpenter/Robbins, Ms Zapotoczny held administrative positions with several national and regional firms.

Ms. Zapotoczny received her diploma in Office Management from Santa Barbara Business College and is also a California Real Estate Licensee. When not in the office, Amy enjoys spending time with her family, catching up on her album making and perfecting her photography skills.

Other members of the firm

Abbey Diller - Associate - 6 years commercial property management and lease transactions

Alyce Rados - Associate - Commercial real estate administrative and mortgage brokerage

Patrice Suberlak - Associate - Real Estate Attorney and Title Experience.



CHRISTINE MCMILLON-LANE, Disabled Veteran

Synopsis

Twenty-four years of expertise in all areas of management, with a proven record of unprecedented accomplishments. Proven senior level experience in executive decision-making, policy direction, training and development, organizational development, research, strategic business planning, management reviews, quality assurance, Congressional and International relations, financial, personnel, operations and human resource management. Extensive knowledge of government operations. Committed to the highest levels of professional and personal excellence.

Skills and Abilities

Organizing - able to plan, organize and execute complex tasks for large events and processes. Capable of developing rational approaches to complex problems. Planned and deployed over 500 civilians to Southwest Asia.

Researching - Experience in research and analysis. Authored one and co-authored two Army Publications and one Masters research document. Developed marketing strategy for obtaining environmental contracts within Korea.

Teaching/Counseling - able to determine human resource needs, develop and conduct training programs. Over 23 years of extensive counseling experience.

Presenting - Skilled in computer software programs. Able to draft, formulate, design and present diverse briefings and spreadsheets.

Technical Analysis - Demonstrated proficiency in investigative operations and preparing technical reports. Successfully investigated and resolved over 500 Inspector General complaints. Conducted quality reviews and management studies for the Commanding General. Participated as group member of European Personnel Management Assistance Team.

Contract Management-Certified State of Florida Contract Manager.

Education and Training:

Masters of Arts in Public Administration	Distinguished Graduate
Western Carolina University, Cullowhee, NC	Masters of Science in Human Resource Development
Ball State University Muncie, IN	16 hours of Graduate Studies in Counseling, 1978-9
Florida State University, Tallahassee, FL	Bachelor of Science in Education, 1974
Seminole Community College Sanford, FL	Associate of Arts
US Army Logistics Management College Course	Defense Hazardous Materials/Waste Handling
US Army Logistics Management College	Basic Environmental Staff Course



RONALD A. RATLIFF, P.E., Professional Engineer

Mr. Ratliff is a licensed Professional Engineer in Virginia, Ohio and Indiana. He is currently President of Beacon Companies, P.C., a small, veteran-owned consulting engineering firm. He has over 34 years' experience nationally and internationally, providing planning, studies, design, project management cost estimating and construction management for a wide variety of clients and projects. He has previously provided local and regional management for several large consulting engineering firms.

He has extensive experience in civil and environmental engineering including transportation, parking, rail facilities, port facilities, airfield facilities, grading, drainage, utilities, potable water, wastewater, storm water, pollution prevention, environmental damage mitigation, structural inspections, fire protection, facilities condition inspections, environmental planning and assessments, permitting, cost estimating, construction administration and management.

He has completed projects in Virginia, Maryland, North Carolina, South Carolina, Florida, Mississippi, California, Missouri, Illinois, Indiana, Ohio, Pennsylvania, Kentucky, Maine, Italy, The Bahamas and The Dominican Republic.

His building-related experience includes public elementary schools, colleges and universities, health care facilities, assisted living facilities, dormitories, military facilities, residential developments, retail establishments and industrial facilities.

Education: B.S. B.A. Franklin University, 1976
Memberships: American Society of Civil Engineers, American Water Works Association, National Fire Protection Association.
Additional Certifications: Certified Land Disturber, Class B Contractor



BILL STUTZ, Program Manager

Service Disabled Veteran Business Owner of S&A Environmental Consultants, Inc. Mr. Stutz has more than 28 years experience with the federal government including more than 18 years managing and providing QA/QC for major engineering and environmental programs for the military. He has been the Program Manager and Project Engineer for projects ranging from environmental restoration and compliance to pollution prevention and engineering design. He was also instrumental in establishing a comprehensive compliance-auditing program for the USAF that was subsequently adopted DoD-wide.

Over the past 10 years, he has been the Program Manager and Contract Manager for two separate \$100-million indefinite delivery order contracts with HQ Air Combat Command (ACC). In this role, he directly managed all of the Delivery Orders (DOs) awarded under these contracts as well as dozens of other DOs awarded under other contract vehicles (AFCBE, USACE, etc.). Projects have included all areas of compliance, restoration, and pollution prevention, each adding to the value he brings to this new ACC ECAS contract.

ACC Facility Environmental Plans. As Program Manager, Mr. Stutz' work included performing air emissions inventories and preparing Title V permit applications for 11 major installations across the country, preparing storm water pollution prevention plans and guidance manuals for 13 installations and performing inflow and infiltration (I/I) studies on base-wide sanitary sewer systems for 17 installations. Mr. Stutz also conducted pollution prevention opportunity assessments at two bases and managed the preparation of the Facility Response Plan for Langley AFB.

Active Registrations:	USACE Construction QC Manager
Education:	BS, Electrical Engineering
	AA, Business
	AAS, Avionics
	Graduate Studies, Industrial Engineering

ACC Pollution Prevention Outreach Program. Mr. Stutz helped ACC develop the concept for the ACC Pollution Prevention Outreach Program and then served as the Project Manager. He initiated and managed the production of the monthly newsletter, environmental awareness brochures and guidance manuals, training videos, and the ACC Technical Resource Center. He also helped organize and support ACC's annual Environmental Training Symposium.

Installation Restoration Program, Langley AFB, VA. Mr. Stutz was the Program Manager on the Langley AFB IRP contract with the Omaha District, USACE. He served as a representative on the Langley Partnership Tier II Team, which includes representatives from HQ ACC, Langley AFB, VA DEQ, EPA Region III, USACE, and the primary contractors involved in the cleanup program at Langley. The Langley Partnership has accelerated the cleanup of Langley AFB and saved the federal government millions of dollars by implementing innovative cleanup methods and approaches at sites contaminated with pesticides, POL, hazardous wastes, and PCBs.



ROBERT WALLER, Ph.D., Environmental Planner

Qualifications Summary

Mr. Waller has over 30 years experience in managing and performing multi-disciplined environmental engineering contracts. He has had experience as Principal-in-Charge for projects performed by staff directly reporting to him, Program Manager for multi-task efforts, Project Manager, and Project Engineer. Clients included government agencies such as the U.S. Departments of Energy, Transportation, Agriculture, Interior, the Navy, the Air Force, and the Army, as well as U.S. EPA, local agencies, and numerous utilities and industries. Projects ranged in size from very small to over \$15 million.

Education

B.S./Chemical Engineering/M.S./Environmental Engineering/ Rensselaer Polytechnic Institute
Ph.D./Environmental Engineering Science/ The Johns Hopkins University

Professional Experience

Projects performed by direct reports included over 10 Navy CLEAN hazardous waste assignments, numerous EIS/EA projects for DOE under a nationwide NEPA contract, a variety of tasks at Air Force bases, regulatory compliance assistance at several Army bases including Aberdeen Proving Ground, RCRA permitting for disposal of UXO at Army bases, and risk assessments for use of plutonium-based power sources for deep space probes (DOE). For these contracts he was responsible for staffing, QA programs, Health & Safety programs, and financial performance.

Principal-in-charge for large, indefinite delivery multitask programs including those for AFCEE, COE, BLM, HAZWRAP, DOE, MARAD, and several industrial clients. A partial list of projects performed under these contracts includes EIS's for BRAC closure of two large airbases, Programmatic EIS for the nuclear weapons complex for the 21st century (DOE), permitting assistance for open burning/open demolition of UXO at Army bases throughout the US, EIS for ship breakup, site investigations at government owned lands used for mining, and baseline environmental surveys at newly established military bases in Bosnia.

Principal-in-charge for several large contracts including those for EPA (RCRA Solid Waste Regulations support), DOE (Environmental Surveys and Tiger Team regulatory compliance surveys), Montgomery County, MD (EIA and air sampling), Massachusetts Water Resources Authority (complex shipyard property transfer), utilities (permitting and air sampling), and the Corps of Engineers (regulatory compliance).

Responsible for technical assistance on industrial waste management for more than 30 Du Pont plants around the United States. Provided assistance on treatment plant process designs, waste characterization programs, pollution abatement programs, site selection, treatment plant operation, permitting, special research programs, and impact of new products. Worked with plants that produced explosives, inorganic chemicals, plastics, ammunition, paints, pesticides, as well as general organic chemicals. Provided consulting assistance to DuPont customers on reduction of in plant waste streams and treatment options.



HUGH MURPHY, Environmental Engineer

Qualifications Summary

Mr. Murphy has over 14 years experience in supporting environmental projects. His experience includes project management, field operations, cost estimating, construction management. Responsibilities include project management for numerous remedial construction projects for the USACE, focus feasibility studies, remedial investigations/feasibility studies (RI/FS), removal actions, geotechnical investigations, RCRA corrective actions, and groundwater monitoring programs. Mr. Murphy has extensive management experience with all phases of environmental investigations/remediation including the preparation of project documentation (QA/QC, work plans, schedules, reports), field work and field management, coordination and management of subcontractors and other consultants; and well as data management and manipulation, and reporting. In addition, Mr. Murphy has extensive experience representing clients to the regulatory community. His technical skills include many software packages and applications, AutoCAD and drafting, GPS and surveying, groundwater modeling, and project cost estimating.

Education

B.S., Earth Sciences, Penn State University 1990

Professional Experience

Project Manager for a hazardous soil treatment and disposal project at a DoD facility in Pennsylvania. This project involved treating over 2,000 tons of soil contaminated with hazardous concentrations of lead in-situ with an innovative stabilization product to render the soil non-hazardous. The soil was then managed as non-hazardous waste for excavation, transport, and disposed.

Project Manager for a time-critical removal action at Letterkenny Army Depot in Chambersburg, PA. Project involved the excavation and disposal of over 400 tons of dioxin-contaminated soil at a BRAC parcel.

Task Manager for RI/FS on 57 sites located at Picatinny Arsenal Superfund Site. Responsible for installation of over 120 monitoring wells and collection, analysis, and evaluation of 1,600 samples. This task involved integration of risk management, both human health and ecological, in order to accurately assess potential risks and determine the best course for the client to satisfy regulatory requirements.

Field Manager for Focused Feasibility Study at Aberdeen Proving Ground (APG). Responsible for multi-phase site investigation to characterize soils and groundwater. Field managed a removal action and closure of a metals-contaminated sump at military installation. Field Team Leader for a groundwater monitoring program of over 100 wells at Aberdeen Proving Ground, Maryland. Included assessments of well condition using video and geophysical techniques, sampling according to accepted EPA protocols, analyzing groundwater data, and preparing reports.

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RAY KNEUPER, P.E., Facility Condition Assessor

Qualifications Summary

Mr. Kneuper is a mechanical engineer with 19 years experience providing construction, facilities inspection, operation & maintenance, design, and manufacturing support to public and private-sector clients worldwide. He has served as onsite owner construction representative providing quality assurance and safety inspections for military and pharmaceutical new construction and facilities upgrade projects, to include equipment commissioning protocol execution. Mr. Kneuper has written installation, testing, and maintenance procedures for temporary HVAC and high pressure air systems serving nuclear reactor compartments aboard U.S. Navy ships. He has experience in hospital maintenance and power plant construction. USACE QA/QC trained.

Education

Old Dominion University, B.S. Mechanical Engineering - 1981

Professional Experience

Project Manager and Mechanical Inspector for teams completing Facility Condition Assessments (FCAs) of Navy facilities. Wrote FCA reports that included maintenance planning and budget review. Responsible for inspecting mechanical systems, including HVAC, plumbing, medical gases, and fire suppression systems. Compiled building deficiencies with repair/replacement cost estimates and digital photographs into detailed work packages ready for contracting.

Responsible for oversight of operation and maintenance of two central heating plants to generate steam, HHW and DHW in conformance with ASME Boiler and Pressure Vessel codes, state/federal regulations, DEQ air permit/fuel usage limits, and UVA/Facilities Management directives. Manage annual budget of \$7.9 million and supervise staff of 26.

Review consultant engineering and safety studies. Plan for plant renovations and capital improvements. Oversee water chemical treatment program. Manage CEMS and pollution control equipment, and submit quarterly reports to DEQ and EPA. Coordinate staff training.

Member of planning team for BACT analysis and proposed \$50 million upgrade project for the main heating plant. This upgrade project will enable the plant to meet future steam demand and the upcoming EPA Industrial Boiler MACT standard.

Mechanical Engineer performing quality assurance and safety inspections at GlaxoWellcome pharmaceutical warehouse, laboratories, and facilities construction and renovation projects. Assisted with equipment commissioning protocol execution, and development of system manuals for GMP regulated facilities.

Mechanical Engineer performing quality assurance and safety inspections of new construction and facilities upgrade projects. Wrote progress reports, carried out administrative duties, and supervised eight inspectors when Acting Project Engineer.

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RAYMOND MILLER, Senior Industrial Hygienist

Qualifications Summary

Mr. Miller has over 25 years experience in a wide range of environmental projects to include industrial hygiene surveys, microbial investigations, indoor air quality investigations, lead-based paint inspection, asbestos building inspections, asbestos abatement design & specification, phase I and II environmental assessments, and hazardous materials remediation plans and specification. Writing asbestos and lead investigation and abatement design. This experience has included hospitals, office buildings, industrial warehouses and laboratory spaces.

Education

B.A./ Pre-Law/ West Virginia University 1974
M.S./ Safety Studies/ West Virginia University 1977

Professional Experience

Conducted lead and asbestos sampling for Phase I and II environmental assessments. Responsible for the establishment of biological/chemical threat response capabilities at DoD activity. This included sampling and decontamination procedures. Conduct IAQ investigations and maintained portable explosion detection devices at Naval Air Station Patuxent River. Responsible for the asbestos and lead survey and sampling of approximately 65 buildings at Webster Field. Also conducted asbestos survey of administrative and engineering spaces onboard the ex-USS Tripoli prior to use as R&D facility.

Conducted an investigation at a hospital where flooding had occurred and water had intruded down several floors. He conducted air, wipe, swab and bulk tests for bacteria and fungi. Checked the HVAC system for its efficacy as well as for high levels of harmful microbes. Tested the moisture content of various substrates and building components including the fireproofing. Also tested was the air inside the HVAC system as well as swabbed the ductwork for bacteria of fungi. Discolored carpeting, ceiling panels, wallboards or other water-damaged materials was noted and tested for microbial levels.

Served as Project Manager and Industrial Hygienist responsible for testing and monitoring NESHAP & OSHA, environmental assessments, project oversight, remediation design services, IH surveys, asbestos and lead building inspections, specification writing, environmental audits, project bidding and cost estimation and hazardous material surveys.

Professional Training and Certifications

Asbestos Building Inspector, NIOSH 582 Course
Asbestos Abatement Project Designer
Lead Contractor/Supervisor, Inspector & Risk Assessor
XRF Analyzer Training – LMP-1 Instrument
Environmental Management & OSHA Compliance, Robert Morris College



RAFIE HAMIDPOUR, D. E., PH. D., DABFE

Professional Registration
Registered Professional Forensic Engineer in United States Of America E-16070 1998

Professional Membership
American Public Works Association

Education
Doctor of Science in Electrical Engineering MU 1997
Doctor of Philosophy in General Engineering MU 1996
Master of Science in Industrial Management CMSU 1993
Bachelor of Science in Electrical Engineering MU 1989

Certification & Awards
Member of National Society of Motion Controls
United States of America Library of Congress Washington DC TXu 786-279
United States of America Patent Office Washington DC Patent #24374
United States of America Library of Congress Washington DC TXu 1-016-014
United States of America Library of Congress Washington DC TXu 1-118-916

Experience
Rafie is currently the president / CEO of Pars Consulting Engineers, Inc., an 8a certified business. He is responsible for assisting in managing the firms manpower and support services to successfully complete each project on time and within the budget including overseeing technical aspects, quality control / Quality Assurance and field inspection of the projects taken by the firm.

Rafie has developed software for transportation risk assessment and has been awarded by the United States of America Library of Congress Washington DC. His Award number is TXu 1-016-014 .

Rafie offers broad experience in General engineering. Rafie has been involved in a variety of projects from Traffic Impact Study, Geometric Design, bridge, box culvert, storm drainage and street design. His work has included the design and development of Transportation Risk Assessment, construction inspection, and transportation projects. His work has included all aspects of the planning, design, and construction of roadways.



SCOTT C. MIELKE, P.E., Facility Planner and Engineer

Qualifications Summary

Mr. Mielke has over 15 years experience in the preparation of facility planning and engineering documentation including development of design specifications, scopes of work, 1391's, cost estimates, and CADD generation. Mr. Mielke provided technical guidance for the preparation of Public Works A&E engineering and support contracts. Co-chaired an A&E slate and selection committee on civil, survey and mechanical engineering support-type contracts. This involved reviewing and commenting on SF 254 and SF 255 submissions as well as conducting formal interviews with the five best candidates. Also provided technical guidance for the development of several IFB, RFP and Simplified Acquisition, Base Maintenance, JOC, EJOC and Multi-trades type contracts.

Education

University of Maryland, B.S. Mechanical Engineering – 1988

Professional Experience

Prepares facility planning and engineering documentation for MILCON, minor construction projects and maintenance and repair efforts. This includes the development of design specifications, scopes of work, 1391's, cost estimation, and CADD generation. Manages architect-engineer delivery orders and is experienced with the acquisition system. Has broad technical knowledge of fuel distribution systems, power plant design, HVAC design, storm water management, environmental engineering, historic and archeological preservation and utility systems.

Mr. Mielke was responsible for the development and management of A/E design and construction for mechanical, electrical, civil, survey and environmental projects required to implement over 20 repair and construction projects valued over \$25 million. This included a MILCON concept study that consolidated 25 administrative facilities into a single building with a cafeteria and conference center. Mr. Mielke developed the FY 2000 major construction budget estimates for the Carderock site and performed utility cost analysis for BRAC closure sites at various locations.

Mr. Mielke supported the design, construction and maintenance of a variety of other public works projects including storm water management, sanitary sewer and DDC systems for energy management. Also he assisted in the development of a basewide building automation and control system network. The initial thrust of the program is to integrate stand-alone equipment into a coherent automation and control system that uses an open network with a common protocol. The combination of this program, implementation of new construction methods and installation of more advanced HVAC and lighting equipment will assist the NAS to meet the Executive Order No. 12902 requirements.



JOHN F. CARPENTER, Principal

John F. Carpenter is a 23-year veteran of the commercial real estate industry. Mr. Carpenter's career includes tenures as President/CEO of the Real Estate Investment Trust of California, a New York Stock Exchange listed REIT, and Regional President and National Director of Grubb & Ellis Commercial Real Estate Services. While at Grubb & Ellis Mr. Carpenter was Executive Director for the firm's Offices Services, Investment Services and Hospitality Groups. In addition, he founded and was Executive Director of the firm's Institutional Services Group and was selected as the firm's Manager of the Year. Throughout his career Mr. Carpenter has been a frequent author, speaker and participant in many civic and trade organizations. Currently he sits on the Executive Committee of the Board of Directors of the Danville Chamber of Commerce and is getting to spend more time with his wife, family and his favorite fly-fishing holes.

Mr. Carpenter received his BA from Long Island University, New York and his MA, Suma Cum Laude from Humboldt State University, California.

REG WHITTINGTON, Senior Associate

Reg Whittington has over 25 years of commercial real estate experience. He presently directs the firms consulting group, which has ongoing contracts with the United States Postal Service and General Services Administration. Prior to joining the firm, Mr. Whittington held positions with CB Commercial, Fuller Commercial and Norris, Beggs & Simpson. Mr. Whittington has been directly involved in the leasing or selling of over 2 million square feet of commercial property. Reg can be found on most weekends jogging, enjoying wine tasting, listening to music, playing sports or spending time with his grandchildren.

Mr. Whittington is a graduate of Loyola Marymount University and is a retired U.S. Air Force pilot.

ERIC ROBBINS, Associate

Eric Robbins has practiced commercial real estate since 1996, initially with Grubb & Ellis and with Carpenter/Robbins (formerly Kabler/Robbins) since 1999. He specializes in leasing and sales transactions in the East Bay.

Mr. Robbins has a Bachelor's Degree in Economics from the University of California, Davis and is a graduate of the Sacramento Entrepreneurship Academy. He has held management positions within trucking, newspaper and telemarketing organizations. Eric is an active soccer player and is not too old to carve up the hills in winter.

Mr. Eric Robbins can be contacted at 925.866.1300 ext.203
or at erobbins@cr-commercial.com



TENNESSEE HARRIS

Tennessee Harris is a 23-year veterans of the commercial real estate industry. Prior to joining Carpenter/Robbins, Mr. Harris spent 22 years with Coldwell Banker, now CB Richard Ellis, where he served as a personal advisor to a wide range of domestic and international clients, in the areas of investment properties, and manufacturing and distribution facilities. He personally participated in the acquisition and sale of over 9 million square feet of commercial properties, with a combined value of over \$800 million dollars.

Mr. Harris is currently a member of the board of H.O.M.E., a not-for-profit organization that exists to benefit homeless teenagers. Mr. Harris is also on the board of Harris Environmental Corporation, a closely held for-profit corporation that designs and manages the environment for a better future. Mr. Harris is also a Chairman for TEC Worldwide, an organization facilitating the personal and professional development of business owners, residents and CEO's.

Mr. Harris obtained a Bachelor of Science Degree from the University of Oregon. Tennessee, and his wife Erica, enjoy sailing, traveling, camping and have a deep interest in Asian Art.

BOB NICHOLS, Associate

Bob Nichols, affected his first tax-deferred commercial property exchange in 1974 and has been an active commercial investor since that time. Prior to beginning his real estate sales career in 2000, Mr. Nichols held positions with Intel Corporation (18 years), Otis Elevator and has owned and operated a number of his own businesses. Mr. Nichols has developed specific expertise in Investment Sales and 1031 Tax Deferred Exchange transactions and is experienced in office and retail leasing.

Mr. Nichols chairs the Civic Affairs Committee of the Walnut Creek Chamber of Commerce, sits on the Board of Directors for the Danville/Sycamore Valley Rotary Club, served on the Board of Directors for the Danville/Sycamore Valley Rotary Foundation and serves as the President of his homeowners' association. Mr. Nichols is also a 2003 graduate of the Leadership San Ramon Valley program.

Mr. Nichols earned a Bachelor of Science Degree in Business from the University of California, Berkeley and an MBA from the University of Santa Clara. Mr. Nichols has completed all CCIM (Certified Commercial Investment Member) classes and is a CCIM Candidate. He is an avid tennis player who also enjoys spending time with his grandchildren.

Mr. Bob Nichols can be contacted at 925.866.1300 ext. 215 or at bnichols@cr-commercial.com



KENNETH E. WILSON, JR. MAI, ASA.

Real Estate Appraiser

Educational Background and Training

B.S., Economic Geography	Bowling Green State University
Staff Appraiser	Ohio Department of Transportation
AIREA Course	Residential Valuation
AIREA Course	Standards of Professional Practice
AIREA Course I	Basic Principles of Real Estate Appraisal
AIREA Course II	Urban Properties
AIREA Course VI	Techniques & Mathematics of Capitalization, Investment Analysis
Columbus Technical Institute	Real Estate Law
Appraisal Institute	Standards of Professional Practice: Part A
Appraisal Institute	Standards of Professional Practice: Part C

Seminars Recently Completed

The Form Report as a Communications Tool
The Appraiser as an Expert Witness
Rates, Ratios, and Reasonableness
Core Law and Real Estate Ethics
Reviewing Appraisals
Hazardous Materials and Environmental Hazards
Appraising Troubled Properties
Maximizing the "Value" of an Appraisal Practice
Persuasive Writing Style in Narrative Appraisal Reports
Depreciation Analysis
Environmental Issues in Today's Real Estate Market
Understanding Limited Appraisals and Reporting Options-General
Electronic Data Interchange
Appraisal Practices for Litigation
Appraising Nursing / Congregate Care Facilities
Attacking and Defending an Appraisal in Litigation
Effective Use of Technology in Real Estate
Appraising Special Purpose Properties

OFFICES AND COMMITTEES

Past President-Buckeye Chapter, Appraisal Institute
Residential Demonstration Appraisal Report Grader – Appraisal Institute
(Past) Assistant Regional Members – Ethics Administration Division, Appraisal Institute
(Past) Appraiser's Environmental Responsibility Task Force – Appraisal Institute
Director – Cardinal Ohio Chapter – Appraisal Institute



LESLEY M. GILMORE, President

Ms. Gilmore is a licensed architect with extensive experience in the rehabilitation of historic structures. She has been the principal and project architect for a wide variety of projects for not-for-profit groups, private concerns, state and federal government agencies, and educational institutions. Her work includes research of building construction and history, inspection and assessment of buildings, compatible design, design modifications for handicapped accessibility, and coordination of conservation efforts. Ms. Gilmore provides highly skilled full architectural services with an attuned attention to detail. She has been involved with National Register properties and coordinated restoration efforts with governing review agencies, such as the Illinois Historic Preservation Agency. Ms. Gilmore has a strong working knowledge for the intent and execution of The Secretary of the Interior's Guidelines for the Treatment of Historic Properties. Ms. Gilmore's active participation in community and statewide preservation groups, including professional presentations to the public, demonstrates her commitment to our built environment.

Education

University of Illinois at Chicago,	1987	Master of Architecture
University of Vermont,	1980	B.S. in Mathematics

EXPERIENCE

- Restoration/: Art Institute of Chicago Michigan Avenue Entry Renovation
 - Rehabilitation Art Institute Fullerton Hall Renovation. Chicago, IL
 - Dole Learning Center Renovation. Oak Park, IL
 - The Elijah Iles House Roof Restoration. Springfield, IL
 - The Emmond-Leigh House Restoration. LaGrange, IL
 - The Gaylord Building Rehabilitation. Lockport, IL
 - Illinois Supreme Court Building. Springfield, IL
 - The Vachel Lindsay House Restoration, Springfield, IL
 - Tuley Park Field House Window Restoration. Chicago, IL
 - Monument Restoration: Marshall Field Monument, Graceland Cemetery
 - Peter Schoenhofen Monument, Graceland Cemetery
 - Supreme Court Building Statues. Springfield, IL
- Historic Structure Reports:
Building Assessments

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ROBERT S. FRANZEN, Vice President

Mr. Franzen is a licensed architect accomplished in interior architecture and the rehabilitation of and additions to existing buildings. He is experienced in the full spectrum of architectural interiors, from complex multi-floor corporate projects to custom interiors encompassing only a few thousand square feet. He designs sensitive additions which incorporate the client's needs and which respect the existing building vocabulary. His involvement with work in the religious sector has entailed generating designs necessitated by liturgical modifications, as well as designs for accessibility by the handicapped. These designs have been incorporated within existing buildings as well as with architecturally sensitive additions. Mr. Franzen's diverse experience blends discerning architectural judgment with a keen sense of scheduling and budgetary requirements. His experience is uniquely complemented by a technical expertise that assures the design intent will be executed in the field. Mr. Franzen is also an experienced leader in the development of architectural quality control systems consisting of project design and document reviews for quality, consistency, and thoroughness.

EDUCATION

Bachelor of Architecture, 1983 Illinois Institute of Technology

EXPERIENCE

- Accounting: Deloitte & Touche LLP. Chicago, IL
Deloitte & Touche LLP. Oakbrook Terrace, IL

- Corporate: Ameritech Mobile Communications. Columbus, OH
Editel. Chicago, IL
Eastman Kodak Company. Chicago, IL
Eastman Kodak Company. Oak Brook, IL
Oak Park Village Hall Renovation. Oak Park, IL

- Financial: American National Bank. Chicago, IL
First Chicago Bank. Chicago, IL
Great American Federal Savings. Oak Park, IL

- Legal: Isham, Lincoln & Beale. Chicago, IL
Keck, Mahin & Cate. Chicago, IL
Leydig, Voit & Mayer. Chicago, IL

- Recreational Facilities: Barrie Park Modular Building. Oak Park, IL
Carver Park Natatorium. Chicago, IL
The Dole Learning Center. Oak Park, IL
Economic House/Garfield Park Conservatory. Chicago, IL
Oak Park Conservatory Center. Oak Park, IL
Park District of Oak Park Admin. Building. Oak Park, IL
Tuley Park Field House. Chicago, IL



CHARLES D. HARGROVE, ESQ.

Legal Experience

SAVAGE-GASTON, HOGAN & HARGROVE, P.A. (1997- Present) Orlando, FL Partner

• Construction practice includes: The prosecution and defense of jury and non-jury trial lawsuits in state and federal courts for private and public sector employers involving contracts, construction liens, "sick building", errors and omissions, architectural design, warranty claims and mediations. Performing transactional work for private and public sector contractors and owners.

ALLEN, VASQUEZ, HARGROVE, THILLMAN, P.A. Orlando, FL Partner

• Construction practice included: The prosecution and defense of jury and non-jury trial lawsuits in state and federal courts for private and public sector employers involving contract, construction lien, "sick building", errors and omissions, architectural design, warranty claims and mediations. Performing transactional work for private and public sector contractors and owners.

CARLTON, FIELDS Orlando, FL Associate

• Construction practice included: The prosecution and defense of jury and non-jury trial lawsuits in state and federal courts for private and public sector employers involving contract, construction lien, "sick building", errors and omissions, architectural design, warranty claims and mediations. Performing transactional work.

CITICORP New York, NY ASSOCIATE, CHIEF FINANCIAL OFFICE, LEGAL DEPARTMENT

THE FIRST BOSTON CORPORATION New York, NY ASSOCIATE, FINANCIAL ANALYSIS & SECURITIES DIVISION-LEGAL SECTION

OTHER EXPERIENCE UNITED STATES NAVY (1976-1982) MECHANICAL ENGINEER

EDUCATION

STANFORD GRADUATE SCHOOL OF BUSINESS Stanford, CA
C.O.G.M.E. SCHOLAR, 1983-1985. Operations research and linear program modeling. Graduate study in finance.

HOFSTRA SCHOOL OF LAW Hempstead, NY
J.D., 1983. Semi-finalist, National Institute for Trial Advocacy Competition. Property Law Review.

UNITED STATES NAVAL ACADEMY Annapolis, MD
B.S., 1975. MAJOR: Mechanical Engineering. MINOR: Operations Research. Dean's List. Presidential Appointment.

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KISHA R. PRUITT, ESQ.

Experience

A & T Title Group, Inc. Orlando, FL February, 2003-Present
Manager, Closing Department

- Responsible for overseeing all commercial and residential closings
- Review title commitments and surveys to insure that all items are accurate
- Conduct public records searches
- Examination of title abstracts
- Preparation of title commitments, closing statements and title policies

Savage-Gaston, Hogan & Hargrove, P.A. Associate Attorney

- Responsible for overseeing all commercial and residential closings
- Review title commitments and surveys to insure that all items are accurate
- Conduct public records searches
- Examination of title abstracts
- Preparation of title commitments, closing statements and title policies
- Preparation of pleadings for Quiet Title actions

Florida Department of Environmental Protection Assistant General Counsel

- Represented the department in litigation before the Division of Administrative Hearings, Circuit Courts statewide and the First DCA
- Drafted pleadings and discovery and reviewed temporary use agreements and conservation easements
- Advised department staff in hazardous waste and petroleum removal, environmental resources permitting and state land issues

EDUCATION

University of Dayton School of Law Juris Doctor Degree May, 1997
Dean's Merit Scholar Phi Alpha Delta

Vermont School of Law Summer, 1994
Alternative Dispute Resolution

Marshall University Bachelor of Arts May, 1994
Magna cum laude

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Appendix III

Certifications and Representations



Appendix III CERTIFICATIONS and REPRESENTATIONS

Company Name & Address: Management Technology Consulting, Inc. 198 Fulbright Ct, Suite 101 Severna Park, MD 21146	
Request for Proposal Number : 101-32-04	
Name & Date: November 12, 2004	Signature: <i>Thomas V. Watkins</i>

REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS OR RESPONDENTS

Management Technology Consulting, Inc. (MTC)

IRS EIN = 33-1014459;
DUNS = 121387067
CCR = 3B8Q0

MTC is incorporated in Delaware and is a registered trademark and corporation name in the State of Maryland with registration number (CR) = 10754694

FAR 52.203-2 CERTIFICATE OF INDEPENDENT PRICE DETERMINATION.
(Applicable in solicitations when a firm-fixed-price contract or fixed-price contract with economic price adjustment is contemplated).

(a) The offeror certifies that--

(1) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to--

- (i) Those prices;
- (ii) The intention to submit an offer;, or
- (iii) The methods or factors used to calculate the prices offered.



(2) The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor before bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and

(3) No attempt has been made or will be made by the offeror to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on the offer is considered to be a certification by the signatory that the signatory--

(1) Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that the signatory has not participated and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) of this provision; or

(2) (i) Has been authorized, in writing, to act as agent for the following principals in certifying that those principals have not participated, and will not participate in any action contrary to subparagraphs (a)(1) through (a)(3) of this provision
Thomas V. Watkins, President/CEO.

(ii) As an authorized agent, does certify that the principals named in subdivision (b)(2)(i) of this provision have not participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) of this provision; and

(iii) As an agent, has not personally participated, and will not participate, in any action contrary to subparagraphs (a)(1) through (a)(3) of this provision.

(c) If the offeror deletes or modifies subparagraph (a)(2) of this provision, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

**FAR 52.203-11 CERTIFICATION AND DISCLOSURE REGARDING PAYMENTS TO INFLUENCE CERTAIN FEDERAL TRANSACTIONS (APR 1991) (DEVIATION).
(Applicable proposal or resultant contract is in excess of \$100,000).**

(a) The definitions and prohibitions contained in the clause, at FAR 52:203-12, Limitation on Payments to Influence Certain Federal Transactions, included in this solicitation, are hereby incorporated by reference in paragraph (b) of this certification.

(b) The Offeror, by signing its offer, hereby certifies to the best of his or her knowledge and belief that on or after December 23, 1989, --

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(1) No Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement;

(2) If any funds other than Federal appropriated funds (including profit or fee received under a covered Federal transaction) have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or any employee of a Member of Congress on his or her behalf in connection with this solicitation, the Offeror shall complete and submit, with its offer, OMB Standard Form LLL, Disclosure of Lobbying Activities, to the Contracting Officer; and

(3) He or she will include the language of this certification in all subcontract awards at any tier and require that all recipients of subcontract awards in excess of \$100,000 shall certify and disclose accordingly.

(c) Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by section 1352, title 31, United States Code. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure form to be filed or amended by this provision, shall be subject to a civil penalty of not less than \$10,000, and not more than \$100,000, for each such failure.

FAR 52.204-3 TAXPAYER IDENTIFICATION.(OCT 1998). (Applicable in solicitations that are not conducted under the procedures of FAR Part 12).

(d) Taxpayer Identification Number (TIN).

TIN: XXXXXXXXXX

(e) Type of organization.

Corporate entity (not tax-exempt);

(f) Common parent.

Offeror is not owned or controlled by a common parent as defined in paragraph (a) of this provision.

FAR 52.209-5 CERTIFICATION REGARDING DEBARMENT, SUSPENSION, PROPOSED DEBARMENT, AND OTHER RESPONSIBILITY MATTERS (DEC 2001). (Applicable to all solicitations).

(a)

(1) The Offeror certifies, to the best of its knowledge and belief, that-



(i) The Offeror and/or any of its Principals-

(A) Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; and

(B) Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

(C) Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in subdivision (a)(1)(i)(B) of this provision.

(ii) The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principals," for the purposes of this certification, means officers; directors; owners; partners; and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror non-responsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.



(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

**FAR 52.219-1 SMALL BUSINESS PROGRAM REPRESENTATIONS (MAY 2004) -
ALTERNATE I (APR 2002) . (Applicable to all solicitations when the contractor will
perform inside the U. S.).**

- (a) (1) The North American Industry Classification System (NAICS) code for this acquisition is (see solicitation)).
- (2) The small business size standard is (see solicitation).
- (3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.

(b) Representations.

- (1) The Offeror represents as part of its offer that it is, is not a small business concern.
- (2) [Complete only if the Offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The Offeror represents, for general statistical purposes, that it is not, a small disadvantaged business concern as defined in 13 CFR 124.1002.
- (3) [Complete only if the Offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The Offeror represents as part of its offer that it is not a women-owned small business concern however it has subcontracted to a woman owned small business concern.
- (4) [Complete only if the Offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents as part of its offer that it is a veteran-owned small business concern and has subcontracted with other veteran-owned small business concerns.
- (5) [Complete only if the Offeror represented itself as a veteran-owned small business concern in paragraph (b)(4) of this provision.] The offeror represents as part of its offer that it is a service-disabled veteran-owned small business concern and has subcontracted with other service-disabled veteran-owned small business concerns.
- (6) [Complete only if the Offeror represented itself as a small business concern in paragraph (b) (1) of this provision.] The Offeror represents, as part of its offer, that --



(i) It is not a HUBZone small business concern, however one of the members of the bidding team is a HUBZone small business concern, on the date of this representation, on the List Of Qualified HUBZone Small Business Concerns maintained by the Small Business Administration, and no material change in ownership and control, principal office, or HUBZone employee percentage has occurred since it was certified by the Small Business Administration in accordance with 13 CFR Part 126; and

(ii) It is not a joint venture that complies with the requirements of 13 CFR Part 126, and the representation in paragraph (b)(6)(i) of this provision is accurate for the HUBZone small business concern or concerns that are participating in the joint venture.

“Veteran-owned small business concern means a small business concern—

(1) Not less than 51 percent of which is owned by one or more veterans (as defined at 38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and

(2) The management and daily business operations of which are controlled by one or more veterans.

FAR 52.222-38 COMPLIANCE WITH VETERANS' EMPLOYMENT REPORTING REQUIREMENTS (DEC 2001) (Applicable to all solicitations which exceed \$100,000 and the contract is not for acquisition of commercial items).

By submission of its offer, the offeror represents that, if it is subject to the reporting requirements of 38 U.S.C. 4212 (d) (i.e., if it has any contract containing Federal Acquisition Regulation clause 52.222-37, Employment Reports on Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans), it has submitted the most recent VETS – 100 Report required by that clause.

FAR 52.223-13 CERTIFICATION OF TOXIC CHEMICAL RELEASE REPORTING (AUG 2003). (Applicable to all competitive solicitations expected to exceed \$100,000, including all options).

(a) Executive Order 13148, of April 21, 2000, Greening the Government through Leadership in Environmental Management, requires submission of this certification as a prerequisite for contract award.

(b) By signing this offer, the Offeror certifies that --

(1) As the owner or operator of facilities that will be used in the performance of this contract that are subject to the filing and reporting requirements described in section 313 of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA)



(42 U.S.C. 11023) and section 6607 of the Pollution Prevention Act of 1990 (PPA) (42 U.S.C. 13106), the Offeror will file and continue to file for such facilities for the life of the contract the Toxic Chemical Release Inventory Form (Form R) as described in sections 313(a) and (g) of EPCRA and section 6607 of PPA; or

(2) None of its owned or operated facilities to be used in the performance of this contract is subject to the Form R filing and reporting requirements because each such facility is exempt for at least one of the following reasons: (Check each block that is applicable)

(i) The facility does not manufacture, process, or otherwise use any toxic chemicals listed in 40 CFR 372.65;

(ii) The facility does not have 10 or more full-time employees as specified in section 313(b)(1)(A) of EPCRA, 42 U.S.C. 11023(b)(1)(A);

(iii) The facility does not meet the reporting thresholds of toxic chemicals established under section 313(f) of EPCRA, 42 U.S.C. 11023(f) (including the alternate thresholds at 40 CFR 372.27, provided an appropriate certification form has been filed with EPA);

FARS 252.225-7003 REPORT OF INTENDED PERFORMANCE OUTSIDE THE UNITED STATES (APR 2003). (Applicable to solicitations with a value exceeding \$500,000)

(a) The offeror shall submit a Report of Contract Performance Outside the United States, with its offer, if—

(1) The offer exceeds \$10 million in value; and

(2) The offeror is aware that the offeror or a first-tier subcontractor intends to perform any part of the contract outside the United States and Canada that—

i) Exceeds \$500,000 in value; and

(ii) Could be performed inside the United States or Canada.

(b) Information to be reported includes that for--

(1) Subcontracts;

(2) Purchases; and

(3) Intracompany transfers when transfers originate in a foreign location.



(c) The offeror shall submit the report using--

(1) DD Form 2139, Report of Contract Performance Outside the United States; or

(2) A computer-generated report that contains all information required by DD Form 2139.

(d) The offeror may obtain a copy of DD Form 2139 from the Contracting Officer.