


## CARES Contracts and Reports

**Request 2: Contracts /modifications  
to develop capital plans, or re-use  
plans for the West LA VAMC**



11. Comprehensive Reuse Study  
Task Order Number 3 (May 9,  
2005)



**TASK/DELIVERY ORDER FOR SUPPLIES OR SERVICES**

**IMPORTANT: Mark all packages and papers with contract and/or order numbers**

1. DATE OF ORDER May 9, 2005	2. CONTRACT NO. (if any) V101(93)P-2174	3. ORDER NO. Task Order No. 3, 101-X50031	4. MODIFICATION NO. N/A	5. REQUISITION NO. N/A
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6. NAME AND ADDRESS OF ISSUING OFFICE Department of Veterans Affairs Office of Asset Enterprise Management (OAEM) 810 Vermont Ave, N. W Washington, DC 20420	7. NAME AND ADDRESS OF CONTRACTOR MicroTech, LLC 8320 Old Courthouse Road, Suite 501 Vienna, VA 22182  Attn: Tony Jimenez
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8. SHIP TO: Office of Asset Enterprise Management (OAEM) (004B2) Room 275 810 Vermont Ave, N. W Washington, DC 20420	9. TYPE OF ORDER <input type="checkbox"/> RFP/RPQ <input type="checkbox"/> TASK/DELIVERY ORDER MODIFICATION <input checked="" type="checkbox"/> DELIVERY/TASK ORDER (This order is subject to instructions contained in attached continuation sheet and subject to terms and conditions of the above numbered contract.)	10. SHIP VIA Best Way 11. F.O.B. POINT Destination 12. GOVERNMENT B/L NO. N/A
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13. NAME OF REQUISITION OFFICE Office of Asset Enterprise Management (OAEM)	14a. PLACE OF INSPECTION (Contractor/Gov't) Destination 14b. PLACE OF ACCEPTANCE (Contractor/Gov't) Destination	15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date)	16. DISCOUNT TERMS N/A
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**17. SCHEDULE (See back for continuation and details)**

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	UNIT (c)	QTY ORDERED (d)	UNIT PRICE (e)	AMOUNT (f)
	In accordance with VA's Task Order Request No. 3, for Comprehensive Reuse Study and your proposal of April 29, 2005, MicroTech, LLC will provide services to accomplish the requirements of Phases 1, 2, and 3 of the task order request for the VA Medical Center, West Los Angeles, CA. The cost proposal for these services is a firm fixed-price proposal. Payment will be upon completion of each phase which is based on receipt and acceptance of each phase's deliverables. The fixed pricing is as follows:				
0001	Phase 1				\$ 95,162
0002	Phase 2				\$ 143,882
0003	Phase 3				\$ 142,141
0004	Reimbursable expenses for travel not to exceed				\$ 13,476

18. ACCOUNTING AND APPROPRIATION DATA 36X0110B1-101PA2982/23-04/05/0110B1	19. PURCHASE ORDER NO. 101-X50031	17g. SUB TOTAL ▶	\$394,661.00
NOTE: See billing instructions attached to task order.	20. MAIL INVOICE TO: OAEM- ATTN: Ed Bradley (004B2) 810 Vermont Ave Washington, DC 20420-	17h. SUB TOTAL CARRIED FORWARD FROM BACK ▶	\$
		17i. GRAND TOTAL ▶	\$394,661.00

21. NAME OF CONTRACTING/ORDERING OFFICER Edward L. Bradley, III	22. NAME OF OFFERER/CONTRACTOR James A. Hawkins, Vice President Enterprise Solutions
23. SIGNATURE OF CONTRACTING OFFICER (United States of America) <i>Edward L. Bradley, III</i>	24. SIGNATURE OF OFFERER/CONTRACTOR <i>James A. Hawkins</i>
23b. DATE 5/10/05	24b. DATE 10 May 05

# Statement of Work

## Property Reuse/Redevelopment Plan

### **1.0 PURPOSE**

The purpose of this Task Order (TO) and resulting Property Reuse/Redevelopment Plan(s) is to provide the Department of Veterans Affairs (VA) with expert asset management, real estate advisory, feasibility, environmental, valuation, legal support, and transaction management services including research, analysis, evaluation of VA real estate and outside real estate markets, interpretation, consultation and advice, assistance, strategy development, recommendations, and documentation needed to create a market-focused Property Reuse/Redevelopment Plan and strategy designed to assist the Department in implementing Capital Asset Realignment for Enhanced Services (CARES) initiatives for selected VA health care campuses, and if approved by the Department, assist VA in implementing the contractor's recommend reuse/re development plan and actions.

### **2.0 Background and Relationship of Task Order to VA's Ongoing CARES Initiative Including Related Contracts**

In May 2004, the Secretary of Veterans Affairs released the CARES decision document establishing the Department's direction for aligning VA's health care infrastructure with the health care needs of 21<sup>st</sup> century veterans. The CARES decisions were the result of a comprehensive, system wide analysis that identified the demand for VA care and generally projected the optimal function, size, and location of VA facilities. Overall, CARES is expected to result in improved veteran access, VA infrastructure, and increased benefits with commensurate decreases in operating costs and vacant and unneeded property.

Simply stated, CARES represent VA's road map or blueprint for the future of health care delivery. The next critical step in the CARES process, and the focus of this TO, is creation of detailed plans and strategies needed to implement previous CARES decisions. **It is important to note that during the performance of your contract efforts in creating Reuse/Redevelopment options for each VA campus, you will be required to cooperate and collaborate with a pre-existing VA contract/contractor working simultaneously to create a CARES Business Plan Option, into which your efforts will be combined. Each Business Plan will serve as the detailed implementation plans VA needs to realize the potential benefits and savings Inherent in CARES.** The efforts and tasks outlined below will be used by VA, in conjunction with these other related studies, to develop a health care driven "business plans" tailored to meet the needs of veterans, and

any particular advantages or constraints at each campus (and each market). The business plans or VA decision documents will be divided into the three primary areas of investigation – identification of optimal VA health care delivery options including type, location and size; identification of VA costs and savings; and preliminary identification of non-VA or market based re-use/re-development opportunities.

While the efforts required by this TO will be focused primarily on tasks normally associated with asset management, commercial real estate, and development feasibility, successful performance will require close coordination, interaction, and timely exchange of all findings and deliverables (see Section 7.0) with VA's other CARES contractors. Additionally, some information or findings you may need to complete your task – such as the transcript of a public meeting to gauge key stakeholder reactions, VA investment needs, decommissioning timeframes, and optimal delivery modes and locations – will be provided to you by these same contractors as part of VA's integrated study approach and methodology.

VA, like other large hospital based health care providers, is burdened with infrastructure which is ill-suited to support VA's extensive efforts or the investment capital needed to transform VA from a hospital based system into a patient centered system. In addition to changing infrastructure needs, millions of veterans, following the population migration patterns of the Nation as a whole, have moved to the South, the West, and the Southwest. As a result this demographic shift, many VA facilities are located where veterans used to live rather than where they live now. Combined, these drastic shifts have created a situations in which VA management is faced with managing aging real estate – with an average age exceeding 50 years— in configurations and/or locations which are functionally obsolete given current health care needs and foreseeable trends.

The Department realizes that successful implementation of CARES will rest in large part on VA's ability to shed vacant and underused property as quickly, and with the highest return possible. Through CARES, VA expects to reduce its current vacant and underused space by 42 percent by 2022. Another critical factor in the success of the CARES process will be VA's ability to identified, maximize, and unleash the “use” or “market” value potential of its real property assets so that the “highest and best value” can be retained and improved for improved veterans care, or quickly divested to reduce operating costs and/or generate new sources of revenues that can be redirected and reinvested in VA's continuing efforts to provide a patient-based health care system when and where needed by veterans and their families.

### **3.0 Study Location**

West Los Angeles, California

**Attachment A** provides a plot plan for the VA properties being studied along with descriptive property information. **Attachment B** summarizes the extent of available VA information regarding the environmental and physical condition of VA controlled property and buildings. **Attachment C** provides the Department of Veterans Affairs Capital Asset Realignment for Enhanced Services (CARES) Decision Report, May 2004.

#### **4.0 TASK ORDER OBJECTIVES:**

- Establish a detailed and reliable property baseline.
- Identify VA real estate (land and/or buildings) having highest potential market demand, use, and value.
- Identify highest and best use for vacant or underused VA real estate that will maximize non-VA uses.
- Create pragmatic reuse/redevelopment strategy and implementation plan focused on unlocking the maximum value, potential savings, and benefits to VA and veterans, while simultaneously minimizing risk.
- Assist VA in managing external stakeholder and internal VA reviews as well as obtaining needed approvals.
- Initiate, once reuse/redevelopment plans are approved, follow-on enhanced-use leases or other property or asset management alternatives needed to implement reuse/redevelopment plans as soon as practical.
- Assist VA in implementing CARES successfully by enhancing VA's ability to effectively realign or divest vacant and underused real estate assets.
- In conjunction with the VA CARES management team and other CARES contractors, share information and create work products needed to enable VA to create a comprehensive CARES Business Plan as quickly as practical.
- Provide reuse/redevelopment inputs, documentation, and collaboration required to fully support other critical VA contract efforts designed to develop CARES Business Plan Options and ultimately a final "recommended Business Plan Option" for the property.

#### **5.0 IN PREPARING A REUSE/REDEVELOPMENT PLAN, THE CONTRACTOR, AT A MINIMUM, WILL BE EXPECTED TO:**

1. Coordinate, exchange information and deliverables, and meet with other VA contractors as directed by VA.
2. Inspect and analyze the subject VA property (land and buildings) as well as inspect, obtain information about, and analyze surrounding land use patterns and trends as well as significant surrounding non-VA uses and properties;
3. Read and analyze available Government Furnished Information (GFI) describing property and environmental conditions of VA property as well as identify material gaps in information;
4. Augment VA GFI with other public, proprietary, or commercially available real estate information, as approved by VA;
5. Develop a detailed plan-of-action and schedule for VA approval;
6. Identify, analyze, and forecast the regulatory and political environment influencing the local real estate development processes and decisions;
7. Identify, analyze, and forecast real estate development cycles and market forces;
8. Collect and analyze opinions and reactions of VA officials and VA stakeholders) along with State and local elected and administrative officials and staffs regarding conceptual non-VA reuse/redevelopment ideas and plans;
9. Identify, collect, analyze, and forecast potential non-VA uses (e.g., health care, office, residential, hospitality, retail, mixed-use, etc.) for available VA property as well as potential users/developers/ground lessees;
10. Develop re-use plans to support the Business Plan Options develop by another VA contractor and provide inputs to that contractor as required and as indicated in the attached extract of the contractor's draft study methodology (CARES Business Plan Studies);
11. Identify, create, analyze and present to VA decision makers detailed alternative non-VA reuse/redevelopment alternatives based on forecasted highest and best use or market demand for VA property
12. Analyze physical feasibility of VA land and/or buildings for non-VA, market-focused reuse/redevelopment;
13. Create, analyze, and forecast detailed economic and financial feasibility for identified property reuse/redevelopment alternatives using same accepted

professional standards, decision formats, and analytical techniques typically accepted by private owner/investors and other real estate decision makers including real estate developers, financial advisors, underwriters, commercial lenders, and credit rating agencies;

14. Create and analyze a valuation model (i.e., based on a highest and best use analysis and market intelligence) designed to forecast maximum value to VA for the range of non-VA, market-focused reuse/redevelopment alternatives;
15. Create and present a conceptual land use and development master plan graphically depicting which VA land and/or buildings (as well as how much and how many) are recommended for non-VA reuse/redevelopment;
16. Present to VA decision makers and key stakeholders including a CARES National and Local Advisory Panel (LAP) study findings using a variety of informal and formal presentation methods; and
17. Produce, copy, and distribute draft and final copies of work products and deliverables.
18. Support and provide re-use input to the identification and assessment of Business Plan Options and the ultimate selection of a recommended Business Plan Option and associated documentation being managed by another VA contractor.

**6.0 ADDITIONALLY, IF THE APPROVED REUSE/REDEVELOPMENT STRATEGY INCLUDES AN ENHANCED-USE LEASE, VA MAY ALSO REQUEST (OPTIONAL EFFORTS) THE CONTRACTOR TO:**

1. Develop and Present a Comprehensive Reuse/Redevelopment Plan
2. Compile, analyze, draft, present to VA decision makers, and, following approval, finalize Enhanced-Use (EU) Business Plans (using a VA-provided template);
3. Manage and assist VA in planning and conducting the EU public hearing and/or other public and/or private meetings;
4. Create, manage, and assist VA in creating and executing a communication plan designed to communicate non-VA reuse/redevelopment plans to stakeholders;

5. Create an interested parties list and assist VA in marketing, soliciting, and evaluating enhanced-use lease project qualifications/proposals; and
6. Assist VA by providing project-specific transaction management support services needed to initiate and complete individual enhanced-use leases, and/or other related transaction documents.

Regardless of the tasks or subtasks performed by the contractor, the primary objective of this effort is to produce a realistic and executable Property Reuse/Redevelopment Plan (including detailed strategies, options, outcomes, and schedules) capable of gaining acceptance by high-level VA decision-makers, key VA stakeholders, and the marketplace.

All documents and records provided by VA for the purposes of this task order will be regarded as confidential and/or procurement sensitive information to be reviewed only by those persons assigned to the work, and at VA's option, returned to it or destroyed upon VA's acceptance of all deliverables. All contractors/team members shall covenant and agree that they will not disclose any information provided to it, or contact any non-VA or outside party or source, without first obtaining VA consent.

Successful accomplishment of this TO is expected to require the skills and expertise of an interdisciplinary team of qualified professionals as well as a combination of field and desktop reviews, analyzes, and studies. Additionally, the efforts needed to produce a general or comprehensive Property Reuse/Redevelopment Plan(s) will include, subject to VA's sole discretion and judgment, all or any combination of the tasks, subtasks, and/or deliverables outlined below:

## **7.0 Task Requirements**

The TO Contractor collaborating with the other existing VA CARES-contractor is required to develop a reuse/redevelopment plan (e.g., a section or chapter) that can be incorporated into the CARES Business Plan being developed by the existing VA contractor. The reuse/redevelopment plan will parallel the "capital plan", also be developed by the existing VA contractor, primarily through the analysis of at least three, but no more than six, reuse/redevelopment options for each study site. Overall, the CARES business plan for a given location will assess the feasibility, cost-effectiveness, quality, location, highest and best VA and non-VA use for the real estate, and impact of any realignment.

The other VA CARES contractor is required to provide an objective independent analysis and formulation of the primary recommended option for each site. The Business Plan that your efforts will become a part of will include strategies for managing the transition of care, ensuring no interruption of services and minimizing any impact on patients, employees and the community. Additionally, the other VA CARES contractor is required to elicit Stakeholder input from the LAP and be responsible for all communication activities,



including those required in conjunction with the capital plans and reuse/redevelopment plans.

The focus of each site-specific study and resulting VA Business Plan will be on the development of quality healthcare delivery, modern state of the art facilities, and access to cost effective care. The primary option recommended is based upon how well the business analysis for the option meets VA objectives in comparison to the other options.

**This work requires these interrelated contracts and study processes and methodologies to be both:**

**Independent – that is not to involve any bias towards any particular solution; and**

**Objective –the decision making process is based on the application of objective criteria and a selection process that ties directly back to the potential of particular business plan options needed to achieve VA's objectives.**

Each recommended option should:

- Maintain or improve quality
- Maintain or improve access
- Maximize the Re-use potential of VA owned sites
- Result in a modernized, safe healthcare delivery environment
- Result in a cost effective physical and operational configuration of VA resources

## **7.1 Phase 1 -- Data Collection and Planning Analysis**

**Task 7.1.1 -- Property Baseline** – Collate and analyze existing VA Government Furnished Information (GFI) as well as collect, collate, and analyze other available real estate information (e.g., VA site plans, boundary surveys, title information and local zoning, land use, transportation, and utility plans and maps) you will need to create for VA a current and reliable property baseline.

**Task 7.1.1 Deliverable – Real Property Baseline Analysis** synthesizing and analyzing existing VA and other available real estate information, identifying build-able/develop-able areas or tracts on the VA campus, attributes and constraints, off-campus existing and planned land uses/environmental conditions, and critical data/information gaps.

The Real Property Baseline Analysis will focus on real estate and real property attributes and constraints on VA property that could materially affect the feasibility of potential non-VA uses, location, size, market demand and value. The Real Property Baseline analysis, in conjunction with the Environmental Baseline Analysis – see Task 7.1.2 below, will clearly identify and communicate to VA individual buildings and/or campus locations/parcels that demonstrate either “High”, “Medium”, or “Low” potential for non-VA reuse/redevelopment.

**Task 7.1.1 Due Date:** – Approximately 2 weeks after TO award.

**Task 7.1.2 – Environmental Baseline** – Collate and analyze existing VA Government Furnished Information (GFI) as well as collect, collate, and analyze other available environmental information you will need to create for VA a current and reliable environmental baseline.

**Task 7.1.2 Deliverable – Environmental Baseline Analysis** synthesizing and analyzing current information about, and identifying environmental characteristics (both natural and manmade) of VA land and buildings, including the presence or history of the use, storage, or release of a range of hazardous and/or toxic substances including asbestos containing materials (ACM), lead based paints (LBP), radioactive materials; number, location, and condition of aboveground (AST) and underground storage tanks (UST); existence and significance of wetlands/critical habitats, endangered species, floodplains, geology and soils, air quality, landfills or dumps, and cultural/historic above/below ground resources. The report will include the contractor’s opinion regarding need for additional testing and sampling as well as identification of critical data/information gaps in current GFI or available outside information.

The Environmental Baseline Analysis will focus on significant environmental attributes and constraints on VA property that could materially affect the feasibility of potential non-VA uses as well as their location, size, market demand, and value. The Environmental Baseline Analysis, in conjunction with the Property Baseline Analysis, will clearly identify and communicate to VA individual buildings and/or campus locations/parcels that demonstrate either “High”, “Medium”, or “Low” potential for non-VA reuse/redevelopment.

**Task 7.1.2 Due Date:** – Simultaneously with the Property Baseline.

## **7.2 Phase 2 – Reuse/Redevelopment Potential**

Phase 2 (coinciding with the other contractor's Stage 1) involves each of the other contractor's study teams completing their initial Business Plan Option (BPO) development and assessment processes. This will require a flow of information between you and the other contractor as well as integration of findings into the other contractor's "Implementation Planning and Risk Analysis"; "Life-cycle Cost Effectiveness Analysis"; "Stakeholder and LAP meetings" and "Decision Support and Business Planning Processes".

Towards the end of Phase 2, VA, you, and the other contractor will assess the options generated against a series of pre-defined assessment criteria. This assessment will be provided to the VA Capital Investment Board (VACIB) with recommendations as to which of the options including reuse/redevelopment options, should be subject to further study.

This process involves the following key work elements:

VA's other CARES contractor develops and assesses a broad range of potentially viable BPOs to meet the healthcare demand forecast provided by the VA and the decisions made by the Secretary in the Secretary's Decision – this work involves the inputs from the other contractors team as well as your reuse/redevelopment inputs.

The VA provides the other contractor, who in turn provides it to you, VA's projected space requirements by department by site and associated Healthcare demand and trends at the study site for the healthcare provision solution chosen by the Secretary of the VA for the study site (refer to the Secretary's CARES Decision)

1. The other contractor assesses the impact of the Secretary's Decision on the healthcare facilities as of today and the minimum required investments to occur (Baseline BPO) to maintain healthcare provision in a cost efficient manner
2. The other contractor develops a broad range of Alternative Capital and Re-use BPOs that are compatible with the Secretary's Decision for meeting the healthcare requirements at the study site. At some of the study sites the contractors will be directed to consider specific BPOs (see CARES Decision Document).

**Task 7.2.1 – Identification and analysis of Reuse/Redevelopment Potential.** This task will include the following subtasks:

- a. Preliminary “high level” market assessments, marketability analyzes, and/or property type analyzes showing non-VA supply/demand for potential non-VA reuse/redevelopment uses or products (e.g., medical related, office, commercial, residential, hospitality, retail, or mixed-use).
- b. Overview of market values and trends as well as potential range values/returns for non-VA reuse/redevelopment options and sites.
- c. Overview of private financing and lending climate.
- d. Overview of political and regulatory climate toward reuse/redevelopment.
- e. Preliminary recommendation of non-VA reuse/redevelopment opportunities and identification of preliminary “highest potential” reuse/redevelopment options and potential sites.
- f. Provide a rough order of magnitude assessment of the reuse potential associated with each of the 3 to 6 Business Plan Options developed by the other VA CARES contractor as indicated in Section 5 of the attached methodology”

**Task 7.2.1 Deliverables – Potential Reuse/Redevelopment Report and Briefing.** This Deliverable will require other outputs as indicated in Chapter 5 of the attached “Business Plan” methodology.

**Task 7.2.1 Projected Due Date:**

West Los Angeles -- Outputs due June 6, 2005.

### **7.3 Phase 3 – General Reuse/Redevelopment Option(s)**

Phase 3 (coinciding with the other contractor’s Stage II) involves the study teams completing a more detailed development and assessment of the VA-selected options for further study, including more continued consultation with Stakeholder and the LAPs and consideration of additional issues as described below.

As during Phase 2, this phase will require the flow of information and choices from study team to study team and the integration of their findings into the Implementation Planning and Risk Analysis; the Life-cycle Cost Effectiveness Analysis; Stakeholder and LAP meetings and Decision Support and business planning processes. Each of these interfaces is described in the relevant study team methodologies (Chapters 3-8). However, it's important to note that Phase 3 involves a significantly more detailed assessment of BPOs because the results are used to rank BPOs and ultimately to support the selection of a recommended BPO for the study site.

**Task 7.3.1 -- Highest and Best Use Analysis:** Based on outcomes of previous tasks and VA direction, the primary objective of the Highest and Best Use Analysis is to refine and detail the potential reuse/redevelopment options discovered in Phase 2. This Phase and tasks will require close coordination and discussions with VA and other VA contractors, and will culminate with the development of a General Reuse/Redevelopment plan for the campus. This task will include the following subtasks:

- a. Market Assessments, Marketability Analyses, and/or Property Type Analyses showing non-VA supply/demand for potential public/private non-VA reuse/redevelopments (e.g., medical related, office, commercial, residential, hospitality, retail, or mixed-use) for each option(s).
- b. Financial feasibility (e.g., multi-year (no less than 30) discounted cash flow (DCF) analysis or other VA approved financial analytical technique) model for at least 3 and no more than six business plan options. The analysis will project for each non-VA reuse/redevelopment option expected capital investments, revenues and expenses, VA ground rent or other periodic or lump sum proceeds, net operating income, debt service, before-tax and after-tax cash flows, and expected rates of return. Contractor shall clearly state all key assumptions including debt service, holding period, and discount/equity yield rate. The economic and financial feasibility analysis will include preparation and analysis of key single-period financial and profitability ratios (e.g., break-even, default rate, cash-on-cash rate, etc.) and multi-period measures like Net Present Value (NPV) and Internal Rate of Return (IRR).

- c. Financing and Development Incentive Overview and necessary rates of financial return to attract non-VA reuse/redevelopment developers, owner-operators, and lenders.
- d. Financing and lending climate and requirements.
- e. Political and Regulatory climate and requirements.
- f. Identification and estimate of projected VA pre-marketing or pre-development "entitlement" activities (e.g., property demolition, infrastructure changes, and/or environmental remediation) needed to maximize projected VA returns or property values.
- g. Analysis of local real estate development process, laws, and regulations (i.e., zoning, environmental, historic preservation); identification of significant land use planning/infrastructure issues affecting non-VA reuse/redevelopment including development infrastructure capacity, local zoning, ingress/egress, utility, traffic, parking, police, fire and emergency concerns; and potential impacts of the proposed non-VA reuse/redevelopment on other ongoing development activities on or around the VA property.
- h. Refined overview of market values and trends as well as potential range values/returns (e.g., ground rents or sale proceeds) for non-VA reuse/redevelopment options and sites.
- i. Provide assessments of the reuse potential associated with each of the Business Plan Options developed and the other outputs required.
- j. Recommendation of "high probability" non-VA reuse/redevelopment options as well as identification of the "highest potential" option/strategy including identification of highest and best "users" and likely development timelines.
- k. An appropriately scaled conceptual master plan drawing(s) illustrating the overall site plan, general land use, and physical layout of the likely highest and best non-VA reuse/redevelopment option including location and size of use(s) for the property. The plan should be an illustrative graphic compilation of previous data, information, and efforts and provide VA with a clear depiction of findings and recommendations from previous Phases/tasks.

**Task 7.3.1 Deliverable** – Potential Reuse/Redevelopment Option Report and briefings as well as other related work products or data input (e.g., financial feasibility or market analysis findings) needed by OAEM and the VA CARES Management Team. This Deliverable will require other outputs as indicated in Chapter 5 of the attached “Business Plan” methodology.

**Task 7.3.1 Projected Due Date:**

West Los Angeles -- Outputs due between September 23 and October 17, 2005.

#### **7.4 Optional Phase 4 – Comprehensive Reuse/Redevelopment Plan and Public Presentation**

**Optional Task 7.4.1** – Based on outcomes of previous tasks and VA direction, the primary objective of this Phase is to refine and detail the General Reuse/Redevelopment Options and create a detailed implementation plan, manage a public hearing to elicit veteran and community reactions, and assist in securing internal VA approvals required to process on with the property transaction(s) contained in the Comprehensive Plan.

The Contractor will draft and finalize an Enhanced-Use Business Plan along with suitable briefing/presentation materials which can be used by VA’s Office of Asset Enterprise Management (OAEM) to secure needed Departmental approvals. The Business Plan shall be a complete, self-contained stand alone document compiling the results of previous efforts/tasks required to create the Comprehensive Property Non-VA Reuse/Redevelopment Plan.

**Optional Task 7.4.1 Due Date:** – TBD.

#### **7.5 Optional Phase 5 – Transaction Management Services**

**Task 7.5.1 – Industry Forums/Conference or Other Public Information Process:** Plan and conduct an Industry Forum and/or “Request for Expressions of Interest” to elicit reaction from key players in the real estate marketplace, test non-VA reuse/redevelopment strategies, and analyze industry and community reaction and acceptance to potential redevelopment strategies.

**Task 7.5.1 Deliverable** – Industry Forum and/or “Request for Expressions of Interest” Report synthesizing industry and community reaction and acceptance of various non-VA reuse/redevelopment strategies, analyzing and recommending most favorably received strategies. The contractor will be required, on behalf and subject to the approval of VA, to plan, develop, market, manage, present and conduct an Industry Forum and/or prepare, advertise and manage a “Request for Expressions of Interest” from prospective ground lessees including public and private real estate development companies, commercial brokers, and owner/operators as well as potential lenders, equity investors, local economic development agencies and other key players in both the private and public real estate development process.

**Task 7.5.1 Due Date:** – TBD.

**Task 7.5.2 – Enhanced-Use Lease Solicitation, Marketing, and Evaluation Support Services:** The contractor will be required to assist VA in drafting a solicitation/marketing plan as well as producing required solicitation and evaluation reports and materials. This task could include the following subtasks:

- a. Develop and manage detailed marketing strategy and implementation plan designed to maximize competition among prospective developer/lessees.
- b. Develop and maintain a bidders lists and project website to maximize market interest in the property and VA’s EU program.
- c. Create and manage an EU public relations plan (in coordination with OAEM and VA Public Affairs Officers).
- d. Prepare and distribute VA-approved EU solicitation documents and amendments, if required.
- e. Assist VA in arranging and conducting a pre-proposal conference and in preparing responses to prospective offerors’ questions.
- f. Provide technical analysis and support to assist VA with proposal reviews, discussions, evaluations and negotiations up to, and including VA’s awarding of the EU lease.

**Task 7.5.2 Due Date:** – TBD.



**Task 7.5.3 -- Enhanced-Use Lease Development and Execution:** This task will include, at a minimum, the following subtasks:

- a. Identify and provide pertinent EU lease terms, consideration alternatives and associated benefit analyses.
- b. Coordinate and assist in preparation of draft and final VA Capital Investment Board Application and any follow-up documentation as needed.
- c. Provide support services in preparation and negotiation of the Enhanced-Use Lease.
- d. Create and analyze technical and/or legal closing documents (e.g., boundary surveys, historic and environmental clearances, legal reviews, title documents and searches, credit analyses, notary services, etc.) as approved by VA and needed to close the EU transaction and execute the enhanced-use lease.
- e. Assist VA's efforts in complying with certain requirements of federal environmental laws and regulations potentially affecting non-VA reuse/redevelopment of federal property through leasing or disposal, including, but not limited to the National Environmental Policy Act (NEPA), the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), the Community Environmental Response Facilitation Act (CERFA), the Resource Conservation and Recovery Act (RCRA), and the National Historic Preservation Act (NHPA).

**At this point in the TO, VA may require contractor to conduct environmental analyses and/or other technical studies, surveys, and reports needed by the Department to comply with applicable federal statutes and regulations using standard formats found in and/or applicable under NEPA and CERCLA as well as commercial standards and formats including ASTM Designation E1527-00, Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process.**

- f. Production of a Complete, Self-contained real estate appraisal report articulating the outcome of a valuation analysis in a format

consistent with the latest Standards and Rules found in the Uniform Standards of Professional Appraisal Practice (USPAP).

**Task 7.5.3 Due Date: – TBD.**

## **8.0 Meetings and Coordination Requirements**

- a. Coordinate, provide information for, attend, and present at public, VA sponsored (N.B. these public meetings are managed and coordinated by another VA CARES contractor) Local Advisory Panel (LAP) meetings (4 to 8 LAP Meetings per site).
- b. Task Order “kick-off” meeting and data collection visit (1 Minimum per site)
- c. Weekly meetings with the COTR
- d. Bi-weekly status Meetings with VHA/OAEM CARES management working group
- e. Other meetings, as directed.

## Attachment A



## Attachment B

Data Validation for CARES Reuse Studies

Attachment 1

A		GENERAL
1	Site Name/ Address	GLAHS West Los Angeles , 11301 Wilshire Blvd. Los Angeles, CA 90073
2	Primary Site Point of Contact: (Name & Title)	Marcos Tubola, Chief, Projects Section
3	Local CARES Property Reuse Plan Team Members:	Site:Ralph Tillman, Robert Benkeser, Marcos Tubola, Andrew Gevanthor, John Dozols
4	Subject Matter Experts on the following:	Marcos Tubola, [REDACTED]
a	Describe and discuss any portions of the facility that are currently unused or underused:	Portions of the South Campus have been identified as having open space that can be used for future development. This includes landscaped space surrounding 2 sides (south and west) of the hospital (B 500) and areas further south and south west of the hospital.
b	Discuss the plans for these facilities:	see 4C please
c	Discuss any plans for new development, leasing, or demolition:	CARES has recommended an approx. 400,000 SF Clinical Services addition to the main hospital (B 500), immediately west of the building. This would allow consolidation of Clinical Services, relocating them from the North Campus to the South Campus. There are also discussions about a potential VBA building and a Hoptel type building for the South Campus.
d	Describe any adjacent properties leased to VA for parking or other purposes:	There are none.
e	Identify any known impacts of adjacent or neighboring development initiatives:	There are no known impacts or development initiatives.
5	<b>Observation of Site Conditions and Facility Conditions</b>	
a	Provide digital photographs showing condition of land and buildings. Available at Asset Management office.	
b	Identify any manmade or natural limitations or unusable site areas. There is a mitigation area per US Army Corps of Engineers. There is also a Congressional restriction on development of this area.	

Data Validation for CARES Reuse Studies

Attachment 1

<b>B VA ASSET MANAGEMENT AND ENVIRONMENTAL STUDIES / ANALYSIS</b>			
<b>Group 1: VA Facilities Scheduled for a GENERAL Reuse Plan.</b>		<i>Directions:</i> Indicate which items you have. Directions will be sent soon about where to post these documents on the VSSC Web site/portal.	
<i>Boston, NY Metro facilities, Louisville, Waco, Big Spring and Walla Walla</i>		OAEM will determine if the missing information is required, and will communicate directly with the VISN.	
<b>Group 2: VA Facilities Scheduled for a COMPREHENSIVE Reuse Plan</b>		<i>Directions:</i> Indicate which items you have. Directions will be sent soon about where to post these documents on the VSSC Web site/portal.	
<i>Canandaigua, Montrose, Castle Point, St. Albans, Lexington, Livermore, White City, Perry Point, Gulfport, West LA, Augusta, Brecksville, and Vancouver</i>		The data that you do not currently have, will still be required, so provide projected completion date	
<b>1</b>	<b>VA Real Property (and related personal property) Due Diligence/Baseline Planning Information</b>	<b>Available Now</b>	<b>Projected Date</b>
<b>a</b>	Graphic property information such as plot plans showing current legal boundary, easements, outleases, Enhanced-Sharing Agreements, use permits or licenses, interagency agreements, etc.	Yes	
<b>b</b>	Title searches and Title Abstracts	Yes	
<b>c</b>	Legal description (e.g., metes and bounds) of VA property. Indicate if VA has administrative jurisdiction and control over federal property or is all or portions of the property under the control of another executive agency or department. Indicate type (i.e., exclusive, concurrent, or prepotory) of federal administrative jurisdiction over property and title/deed restrictions such as reversionary rights for outside parties or use restrictions (see Regional Counsel for assistance)	Yes	
<b>d</b>	building, roadway and utility location plans, aerial photographs showing VA as well as surrounding properties, etc.	Yes	
<b>e</b>	Identification of potential net "buildable or developable" sites and of identification of physical constraints to development (bad soils, seismic potential, wetlands, steep slopes, etc).	Yes	
<b>2</b>	<b>VA Environmental Due Diligence/Baseline Planning Information</b>	<b>Available Now</b>	<b>Projected Date</b>
<b>a</b>	Phase I ASTM 1527-00 Environmental Site Assessment/Phase II ASTM "testing" reports	Yes	
<b>b</b>	Asbestos Surveys and list of remediation. Presence of below ground steam distribution tunnels/piping.	Yes	
<b>c</b>	Existing Environmental Assessments and/or Environmental Impact Statements prepared in accordance with the National Environmental Policy Act (NEPA).	Yes	
<b>d</b>	Radioactive Materials and Use Surveys	Yes	
<b>e</b>	Lead Base Paint Surveys	Yes	
<b>f</b>	Status and/or test results for Underground and/or aboveground storage tanks	Yes	
<b>g</b>	Environmental incident (e.g. spills) reports	Yes	
<b>h</b>	Federal, state, or local regulatory agencies and jurisdiction	Yes	
<b>i</b>	Copy of all environmental permits (e.g. clean air, clean water, or solid and/or hazardous waste)	Yes	
<b>j</b>	ground and below cultural resource (e.g., National Register listed or eligible historic districts, buildings, structures).	Yes	
<b>k</b>	Historic VA (or federal) land use patterns and uses	Yes	
<b>l</b>	Surrounding historic and current land use patterns and uses	Yes	
<b>m</b>	Planning base map indicating VA identified environmental constraints (mapped wetlands, endangered habitat, vegetation and/or species, bad soils, critical storm water management, etc.)	No	9/05*
<b>n</b>	Past, Current, or Project Potential for local "public" controversy	Yes	
<b>o</b>	Existing or Suspected of Above Ground and Below Ground Cultural/Historic Resources	Yes	
<b>p</b>	Capacity of existing "public utilities" serving or impacting VA property – Location Drawing	Yes	
<b>q</b>	Classification (Level of Service) and Condition of Roads Serving VA Property and Traffic Conditions	No	9/05*
<b>r</b>	VA and local "noise" generators	No	9/05*
<b>s</b>	Community zoning and land use outside the "fence"	Yes	
<b>t</b>	Community planning and development trends and issues outside the "fence"	No	9/05*
<b>u</b>	Preliminary VAMC Decommissioning Plans and Schedules	No	9/05*

11-22

Data Validation for CARES Reuse Studies

Attachment 1

\* Can Provide, Subject to Availability of Funds

DATA CHECKLIST			
<b>C</b>			
<b>1</b>	VA has previously provided AEW with site and facilities data as indicated below.	Directions: Confirm that data is still current or indicate updated data)	Data Source Data Avail
<b>a</b>	Site plan		Eng. Files Yes
<b>b</b>	Land Survey		Eng. Files Yes
<b>c</b>	Property Deed, Title Survey, Title Search, or Title Abstract		Asset Mngt. No
<b>d</b>	Topographical and Utility Location Drawings		Eng. Files Yes
<b>e</b>	ASTM Phase I Environmental Site Assessment (hazardous substances) or Federal NEPA Compliance		EOC Files Yes
<b>f</b>	Real Property Appraisals		Asset Mngt. No
<b>2</b>	The following data will be extracted from existing databases, as listed.	Directions: Facility should ensure the data is current as of December 1.	Data Source
<b>a</b>	Site acreage, estimate: <u>387</u>		FM's Capital Asset Inventory
<b>b</b>	Existing enhanced use leases in place, if any <u>12</u>		FM's Capital Asset Inventory
<b>c</b>	Parking capacity: <u>4443</u> surface <u>0</u> structured		FM's Capital Asset
<b>d</b>	Facility Condition Assessment (all buildings, facilities, structures, roadways, utility infrastructure, etc.)		FM's Capital Asset Inventory
<b>e</b>	Facilities Data Sheet (VA building list w/ descriptions)		FM's Capital Asset Inventory
<b>f</b>	Number of Beds: <u>321</u>		VSSC Bed Control
<b>g</b>	Avg. Daily Census: <u>189.90</u> %		VSSC klf menu
<b>h</b>	List of significant planned or programmed capital investments (Major Construction projects, Minor, NRM, etc.) (Source:		FM or VSSC, Five Year Capital Plan
<b>i</b>	List of recent significant capital investments (Source: VSSC, Cap Assets Database)		VSSC, Cap Assets
<b>3</b>	Facility Details	Directions: Complete the following:	
<b>a</b>	Access: The site is accessed directly from <u>Wilshire Blvd.</u> and <u>Bonsal Drive</u> , approximately <u>.1</u> miles from <u>405 freeway</u> and <u>.1</u> miles from <u>Wilshire Blvd.</u>		
<b>b</b>	Access: Describe access to public transportation: Bus service available on Station and on Wilshire Blvd., adjacent to Station.		
<b>c</b>	Visibility: The site has strong visibility from Wilshire Blvd. and strong visibility from the 405 Freeway.		
<b>d</b>	Parking: Parking utilization %: <u>80</u> (approximate)		



<b>D NEIGHBORHOOD</b>											
<i>In order to ascertain the surrounding and nearby land uses that influence the future value and use of the subject site - Estimate the neighborhood boundaries by observing major barriers (such as parks, waterways, major roadways) within one mile of the site.</i>											
<b>1</b>	<p><b>Surrounding Uses</b> <i>Directions:</i> Document the immediately adjacent surrounding uses of the site.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Direction</th> <th style="width: 50%;">Description</th> </tr> </thead> <tbody> <tr> <td></td> <td>Bounded by densely populated residential communities and Commercial areas.</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>	Direction	Description		Bounded by densely populated residential communities and Commercial areas.						
Direction	Description										
	Bounded by densely populated residential communities and Commercial areas.										
<b>2</b>	<p><b>Neighborhood Development</b> <i>Directions:</i> Drive the neighborhood and summarize its physical conditions.</p> <table border="1" style="width: 100%;"> <tbody> <tr> <td style="width: 30%;"><b>a</b></td> <td>Estimate the percent of neighborhood land that has been developed (e.g., 0-25%, 26-50%, 51-75%, 76-100%)</td> <td style="text-align: center;">76-100%</td> </tr> <tr> <td><b>b</b></td> <td>Describe predominant neighborhood land uses (e.g., whether the surrounding neighborhood is single-family residential, commercial office, etc.):</td> <td style="text-align: center;">mix of single family and multi family (condo and rental) units and Commercial.</td> </tr> <tr> <td><b>c</b></td> <td>Describe overall physical condition of neighborhood properties (New, Good, Fair, Poor)</td> <td style="text-align: center;">Good.</td> </tr> </tbody> </table>	<b>a</b>	Estimate the percent of neighborhood land that has been developed (e.g., 0-25%, 26-50%, 51-75%, 76-100%)	76-100%	<b>b</b>	Describe predominant neighborhood land uses (e.g., whether the surrounding neighborhood is single-family residential, commercial office, etc.):	mix of single family and multi family (condo and rental) units and Commercial.	<b>c</b>	Describe overall physical condition of neighborhood properties (New, Good, Fair, Poor)	Good.	
<b>a</b>	Estimate the percent of neighborhood land that has been developed (e.g., 0-25%, 26-50%, 51-75%, 76-100%)	76-100%									
<b>b</b>	Describe predominant neighborhood land uses (e.g., whether the surrounding neighborhood is single-family residential, commercial office, etc.):	mix of single family and multi family (condo and rental) units and Commercial.									
<b>c</b>	Describe overall physical condition of neighborhood properties (New, Good, Fair, Poor)	Good.									
<b>3</b>	<p><b>Potential Use(s)</b> <i>Directions:</i> Complete the following:</p> <table border="1" style="width: 100%;"> <tbody> <tr> <td style="width: 30%;">List possible alternative uses for the site based on the site and neighborhood observations documented above.</td> <td style="text-align: center;">Commercial and Residential.</td> </tr> </tbody> </table>	List possible alternative uses for the site based on the site and neighborhood observations documented above.	Commercial and Residential.								
List possible alternative uses for the site based on the site and neighborhood observations documented above.	Commercial and Residential.										
<b>4</b>	<p><b>Subdividing the parcel</b></p> <table border="1" style="width: 100%;"> <tbody> <tr> <td style="width: 30%;">Describe any portion of the site that is unused, relatively level, and has access to a road and utilities</td> <td>There are some flat landscaped areas surrounding and adjacent to B 500 (main Hospital). These are accessible to the 405 Freeway and Wilshire Blvd.</td> </tr> </tbody> </table>	Describe any portion of the site that is unused, relatively level, and has access to a road and utilities	There are some flat landscaped areas surrounding and adjacent to B 500 (main Hospital). These are accessible to the 405 Freeway and Wilshire Blvd.								
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## Attachment C

**Task Order No. 3 for Comprehensive Reuse  
Studies—West Los Angeles, CA  
VA Contract Number V101(93)P-2174**



Building 500 (James W. Wadsworth Building) at West L.A. Campus

**Submitted to:  
Department of Veterans Affairs  
Mail Code 049A3H  
810 Vermont Avenue NW  
Washington, DC 20420**

**Submitted by:  
MicroTech, LLC  
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**April 29, 2005**

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**MicroTech**  
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## TABLE OF CONTENTS

THE TECHNICAL EXCELLENCE OF THE MICROTECH TEAM .....	2
<b>Understanding The Requirement</b> .....	2
<i>Project Plan</i> .....	5
<b>Appropriateness of the Approach</b> .....	5
<b>Completeness of the Team</b> .....	7
<b>Experience of the Firms</b> .....	8
<b>Experience of the Team</b> .....	10
<b>Experience of the Individuals</b> .....	11
<b>Availability and Level of Corporate Commitment of Key Resources</b> .....	12
TASK REQUIREMENTS .....	13
<b>7.1 Phase 1—Data Collection and Planning Analysis</b> .....	13
7.1.1 <i>Property Baseline</i> .....	13
7.1.2 <i>Environmental Baseline</i> .....	14
<b>7.2 Phase 2—Re-use/re-development Potential</b> .....	15
7.2.1 <i>Identification and analysis of Re-use/re-development Potential</i> .....	16
<b>7.3 Phase 3—General Re-use/re-development Options</b> .....	20
7.3.1 <i>Highest and Best Use Analysis</i> .....	20
<b>Optional Phases 4 and 5</b> .....	27
PRICING (FIRM FIXED PRICE) .....	30
West Los Angeles, CA.....	30
ESTIMATE FOR TRAVEL .....	32
West Los Angeles, CA.....	32
TASK MANAGEMENT: MONITORING, REPORTING AND RECORDKEEPING .....	33
Monitoring and Reporting .....	33
Recordkeeping.....	34
APPENDIX A—PROJECT PLAN.....	1
APPENDIX B—PAST PERFORMANCE.....	2
APPENDIX C—RESUMES.....	12
<i>Resumes of the Task Order Management Team</i> .....	14

## THE TECHNICAL EXCELLENCE OF THE MICROTECH TEAM

As stated in our original proposal which was integrated into our contract (VA contract # V101(93)P-2174), the members that comprise the MicroTech Team, CB Richard Ellis, Patton Boggs LLP, PricewaterhouseCoopers, Gensler, EDAW, Consolidated Engineering (CESI), ONIX and APEX, bring an unprecedented degree of direct knowledge of, and expertise in, VA's EUL Program, as well as an expertise in every facet (real estate, finance, appraisal, privatization, engineering, program management, public policy, public oversight, budget scoring, architecture, design, environmental engineering, planning, and historic preservation) of the EUL Program. Combined with MicroTech's demonstrated program management and engineering services skills, the MicroTech Team is uniquely positioned to provide VA with highly responsive, cost-effective technical, financial, legal, environmental, and engineering support and assistance for VA's EUL Program.

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### UNDERSTANDING THE REQUIREMENT

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Many members of the MicroTech Team, helped to develop the requirements for VA's EUL strategy. The MicroTech Team understands the requirement to provide a comprehensive value-based evaluation of the West Los Angeles, CA site. There are four principles that form the basis for the MicroTech Team's technical approach to VA's EUL projects:

- We will make sure we clearly understand VA's goals and objectives for each requirement
- We will identify and make a plan to work with all stakeholders involved with, or impacted by, the project
- We will thoroughly analyze and assess the West Los Angeles (West L.A.) VA site and understand their value to VA, the community, and the market
- We will establish performance requirements and develop performance standards for each project/Task Order

We understand that the West L.A. site strives for excellence in patient care, research, and education. VA is seeking to evaluate the usage of the land and facilities within the West L.A. site to ensure the usage is of the best value to VA and its consumers. The West L.A. VMAC offers a full spectrum of primary and tertiary inpatient and ambulatory care (acute, sub-acute, rehabilitation, extended care, mental health services, and home healthcare) to over one-million veterans residing in the primary service area of Los Angeles County, which has the largest concentration of veterans of any county in the United States. Originally granted for use as an Old Soldiers home, the West L.A. site offers comprehensive diagnostic and treatment services, which include a broad range of medical, surgical, and psychiatric care.

VA has established the importance of preserving the integrity of the land and maintaining that integrity for the West L.A. site. In accordance with these goals, CB Richard Ellis, a member of the MicroTech Team, will develop the master plan which proposes an efficient, cost-effective, and appropriately sized design that will reduce vacant and underused space on the campus, increase building safety, and include modernization of patient care buildings to meet current and anticipated needs. By maintaining the core purpose and mission of the West L.A. site as the key to our strategic planning for potential re-use and/or re-development options, the MicroTech Team can help VA maintain its vision for the West L.A. site while maximizing the property value.

The master plan will involve several evaluations, providing detailed analysis of the facilities, the environment, the market value of the land, the legal and community issues and the overall goals for the site, based on the Secretary's decisions and other VA plans. The comprehensive Capital and Reuse Plans, which will be a combined effort of CBRE, Patton Boggs, Gensler, EDAW, PwC, will address key aspects of the West L.A. site, namely the 40 historic buildings, which comprise nearly half the existing buildings for the site. With so many historic facilities, the MicroTech Team will rely on the expertise of Gensler to conduct a thorough evaluation of each historic building.

In 2002, Gensler, a member of the MicroTech Team, participated in the initial evaluation of the West L.A. campus for VA's Enhanced Use Initiative. This early effort provided a strong understanding of the potential for this beautiful, well-located campus as well as the potential it offers for redevelopment. The large quantity of historic buildings (40 of 98) and other buildings that may be eligible for historic designation will have a significant impact on the reuse and redevelopment strategy. In some areas, the out lease parcels serve as a buffer between the campus and the outlying streets and neighborhoods.

Additionally, this site includes 14 facilities which are at risk during seismic activity. As part of the Master Plan developed in Phase 3, Gensler and EDAW will identify both seismic and life safety issues that impact the future safety of these buildings and grounds. The assessment process plays into the determination of the reuse potential for these structures by identifying renovations and repairs that may be required to meet current code.

Patton Boggs will ensure that the analyses of the potential reuse/redevelopment options of the West L.A. Campus take into account several unique and potentially limiting factors of a legal or quasi-legal nature. For instance:

- **Reversion.** The property constituting the West L.A. Campus was transferred by a family to the U.S. government with a condition requiring that, if the property was ever not used for Veterans related purposes, it would revert back to the family. This "reverter" clause has been tested once in court, with the U.S. government winning the case. However, one cannot conclude that the particular facts and applicable law in that case will lead to any issues in regards to the BPO's recommended. Accordingly, Patton Boggs will study the "quality of the title" as well as the transfer documents associated with the property and the previous Court case to evaluate the impact of this "reverter" clause on any reuse/redevelopment options, especially in the non-VA use context.
- **Direct Encumbrances.** The West L.A. Campus is also subject to a variety of leases, permits, "enhanced sharing" arrangements and other encumbrances that will limit the unilateral reuse/redevelopment of certain portions of the West LA Campus. For example, a baseball field/stadium has been licensed to a local school district. Patton Boggs will study all of these encumbrances and evaluate the extent to which they limit or preclude certain reuse/redevelopment options.
- **Community Initiatives.** The community adjacent to the West L.A. Campus has a long history of activism, some of which has resulted in legal or quasi-legal initiatives that may impact the range of reuse/redevelopment options. For example, the local community worked long and effectively to establish a Veterans Park and other amenities on the West L.A. Campus. Not only does this limit the scope of options for some parts of the West L.A. Campus, it serves as a reminder of the neighboring communities capacity to create challenges—legally and politically—to any recommendations to attempt to reuse/redevelop portions of the West L.A. Campus.
- **Federal and State Law.** Federal and State laws impose legal restrictions on the potential reuse/redevelopment of substantial portions of the West L.A. Campus. Patton Boggs will familiarize itself with these laws and how they affect the range of potential reuse/redevelopment options in order to provide VA with the legally accurate options for reuse/redevelopment.

Patton Boggs brings substantial experience in understanding the title, zoning, quasi-legal and community issues surrounding EUL projects in general, and this West L.A. Campus, in particular. Accordingly, our

Team brings strong baseline knowledge of not only the law but also the local issues associated with the potential reuse/redevelopment of the West L.A. Campus. We will leverage the experience of Patton Boggs attorneys and EDAW's expertise to expedite the process of selecting options by avoiding possibilities that are legally impractical or extremely problematic and concentrate on options that hold both economic value and the prospect of limited legal and community challenges.

Throughout our evaluation of the West L.A. site, the MicroTech Team will ensure all task order deliverables are provided including the appropriate reports, consulting services, briefing materials and information necessary within the designated timeframe established by VA. These deliverables include:

- Establishing both a real property and an environmental baseline for the West L.A. site (Task Lead: Gensler and EDAW with input from ONIX and Patton Boggs)
- Identify potential re-use and re-development options for the consideration of VA to maximize the value of this property while VA continues to provide the highest quality services to veterans (Task Lead: CBRE with input from PwC and Patton Boggs)
- Provide a report identifying highest and best-use analysis of these options, including a detailed plan for these options to make recommendations to VA (Task Lead: CBRE with input from PwC and Patton Boggs)

The MicroTech Team will collaborate with VA and the other VA CARES vendor to exchange information on the capital planning process and stakeholder communications. Key points that will be considered during the first three phases of this Task Order include the following:

- The West L.A. campus is situated on 387 acres of land, much of which is underused, specifically:
  - 50 Acres are currently available for development
  - 47 Acres are currently outleased
- There are 98 existing structures on the West L.A. site many of which are underused, historic, at risk for seismic activity, or vacant. Specifically:
  - 24 are vacant
  - 40 have historical significance
  - 14 are at risk (may not be structurally sound) during seismic activity
- Located in an urban neighborhood, the West L.A. campus is a unique resource and it is important to provide recommendations to VA that preserve the integrity of the land originally granted for use as an Old Soldiers home
- The MicroTech Team will collaborate with both VA and the other VA CARES vendor to ensure the master plans meet the goals established by VA
- The mission of the West L.A. campus will remain unchanged.
- The plan may include construction of replacement facilities as well as renovation of historic buildings located on site to ensure the services provided through these facilities are meeting the level of care required by VA and its consumers.

Our understanding of the requirement will ensure that the MicroTech Team and VA will have a common appreciation of what needs to be accomplished and a plan that will ensure success. Our in-depth knowledge of the requirement provides a framework by which the EUL and CARES Programs generally, and this Task Order specifically, can be implemented for VA to meet its goals. MicroTech's core competency is Program Management. Our Execution Plan takes advantage of our strong program management experience and our proven ability to leverage our team members' collective experience, which gives us the ability to assess quickly the full range of realistic options best suited to the West L.A. site.

## PROJECT PLAN

MicroTech will meet or exceed the schedule provided by VA for the West L.A. Project. We have provided a Gantt chart which outlines our project plan and our methodology for delivering this project on or ahead of schedule (provided in Appendix A). The MicroTech Team will deliver the required reports, analyses, recommendations, and consultations as part of this plan.



## APPROPRIATENESS OF THE APPROACH

The MicroTech Team's technical approach is to apply sound planning techniques and proven management methodologies, deploy the appropriate resources, and assign the personnel with the distinctive skills necessary to accomplish each phase successfully. The following matrix addresses the MicroTech Team's compliance with the overall objectives and specific deliverables of this Task Order as well as providing the location (page number on which the discussion begins) of the supporting information provided within this document.

Overall Task Objectives	Project Plan Compliance	Page Number
Establish a detailed and reliable property baseline.	Yes	13
Identify VA real estate (land and/or buildings) having highest potential market demand, use, and value.	Yes	16
Identify highest and best use for vacant or underused VA real estate that will maximize non-VA uses.	Yes	20
Create pragmatic re-use/re-development strategy and implementation plan focused on unlocking the maximum value, potential savings, and benefits to VA and veterans, while simultaneously minimizing risk.	Yes	20, 27
Assist VA in managing external stakeholder and internal VA reviews as well as obtaining needed approvals.	Yes	16, 20, 27
Initiate, once re-use/re-development plans are approved, follow-on enhanced-use leases, or other property or asset management alternatives needed to implement re-use/re-development plans as soon as practical.	Yes	20
Assist VA in implementing CARES successfully by enhancing VA's ability to effectively realign or divest vacant and underused real estate assets.	Yes	20, 27
In conjunction with VA CARES management Team and other CARES contractors, share information and create work products needed to enable VA to create a comprehensive CARES Business Plan as quickly as possible.	Yes	16, 20
Provide re-use/re-development inputs, documentation, and collaboration required to fully support other critical VA contract efforts designed to develop CARES Business Plan Options and ultimately a final	Yes	13, 16, 20



Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

<b>Tasks (phases 1-3)</b>	<b>Project Plan Compliance</b>	<b>Document Location</b>
Coordinate, exchange information and deliverables, and meet with other VA contractors as directed by VA.	Yes	13, 16, 20
Inspect and analyze the subject VA property (land and buildings). Inspect and analyze surrounding land use patterns and trends as well as significant surrounding non-VA uses and properties.	Yes	13
Read and analyze available Government Furnished Information (GFI) describing property and environmental conditions of VA property as well as identify material gaps in information.	Yes	13, 14
Augment VA GFI with other public, proprietary, or commercially available real estate information, as approved by VA.	Yes	13, 14, 16
Develop a detailed plan-of-action and schedule for VA approval.	Yes	20, 16,
Identify, analyze, and forecast the regulatory and political environment influencing the local real estate development processes and decisions.	Yes	13, 14, 16
Identify, analyze, and forecast real estate development cycles and market forces.	Yes	16, 20
Collect and analyze opinions and reactions of VA officials and VA stakeholders, along with State and local elected and administrative officials and staff regarding conceptual non-VA re-use/re-development ideas and plans.	Yes	16, 20
Identify, collect, analyze, and forecast potential non-VA uses (e.g., health care, office, residential, hospitality, retail, mixed-use, etc.) for available VA property as well as potential users/developers/ground lessees.	Yes	16, 20
Establish re-use plans to support the Business Plan Options developed by another VA contractor and provide inputs to that contractor as required and as indicated in the attached extract of the contractor's draft study methodology (CARES Business Plan Studies).	Yes	16, 20
Identify, create, analyze and present to VA decision makers detailed alternative non-VA re-use/re-development alternatives based on forecasted highest and best use or market demand for VA property.	Yes	16, 20
Analyze physical feasibility of VA land and/or buildings for non-VA, market-focused re-use/re-development.	Yes	16, 20
Create, analyze, and forecast detailed economic and financial feasibility for identified property re-use/re-development alternatives using same accepted professional standards, decision formats, and analytical techniques typically accepted by private owner/investors and other real estate decision makers including real estate developers, financial advisors, underwriters, commercial lenders, and credit rating agencies.	Yes	16, 20
Create and analyze a valuation model (i.e., based on a highest and best use analysis and market intelligence) designed to forecast maximum value to VA for the range of non-VA, market-focused re-use/re-development alternatives.	Yes	20
Create and present a conceptual land use and development master plan graphically depicting which VA land and/or buildings (as well as how	Yes	20

<b>Tasks (phases 1-3)</b>	<b>Project Plan Compliance</b>	<b>Document Location</b>
much and how many) are recommended for non-VA re-use/re-development.		
Present to VA decision makers and key stakeholders including a CARES National and Local Advisory Panel (Local Advisory Panel) study findings using a variety of informal and formal presentation methods.	Yes	16, 20
Produce, copy, and distribute draft and final copies of work products and deliverables.	Yes	13, 16, 20
Support and provide re-use input to the identification and assessment of Business Plan Options and the ultimate selection of a recommended Business Plan Option and associated documentation being managed by another VA contractor.	Yes	16, 20
<b>Tasks (optional phases 4 and5)</b>	<b>Compliance</b>	<b>Document Location</b>
Develop and Present a Comprehensive Re-use/re-development Plan.	Yes	27
Compile, analyze, draft, present to VA decision makers, and, following approval, finalize Enhanced-Use (EU) Business Plans (using a VA-provided template).	Yes	27
Manage and assist VA in planning and conducting the EU public hearing and/or other public or private meetings.	Yes	27
Create, manage, and assist VA in creating and executing a communication plan designed to convey non-VA re-use/re-development plans to stakeholders.	Yes	27
Create an interested parties list and assist VA in marketing, soliciting, and evaluating enhanced-use lease project qualifications/proposals.	Yes	26, 27
Assist VA by providing project-specific transaction management support services needed to initiate and complete individual enhanced-use leases, and/or other related transaction documents.	Yes	27

Figure 1. Compliance Matrix

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## **COMPLETENESS OF THE TEAM**

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MicroTech has assembled an outstanding Team with extensive knowledge of all the intricate components of the West L.A. project. In developing this Team, consideration was given to the key facets of this project and Team members were selected who possess the skill-set and subject matter expertise in all of the labor categories required.

In addition, we have taken into consideration the importance of ensuring that the majority of work is performed (51% or more) by a Service-Disabled Veteran-Owned Business. MicroTech believes strongly that our knowledge, familiarity, experience and proven program management expertise provides our team the right tools necessary—even essential—to implement the program expeditiously and work effectively on the ongoing project at West Los Angeles, CA.

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## EXPERIENCE OF THE FIRMS

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*Through our experience with VA and other federal agencies, the MicroTech Team has developed problem solving capabilities and specific solutions that will assist VA in achieving its EUL Program objectives.*

The MicroTech Team features several firms that have decades of significant experience working with VA. Many of our Team members have developed technical and marketing feasibility reports and environmental site assessments for VA's Office of Asset Enterprise Management; provided commercial facility management for VA Headquarters; devised a mixed-use master plan for the former Fort Richey military base; authored the Enhanced-Use Lease legislation for VA and other federal agencies; and advised the U.S. Congress on VA's mission and budget. These accomplishments have provided the MicroTech Team with a keen appreciation for VA's broad and expanding mission as well as its current EUL challenges.

The following is a brief description of the MicroTech Team members. For additional information about our team members, please review our contract (VA Contract number VI01(93)P-2174) which incorporates our original response.

**MicroTech, LLC** is a certified Service-Disabled Veteran-Owned Small Business (SDVOSB). MicroTech provides effective management solutions to Task Order contracts accomplished by multiple subcontractors at disparate locations around the world. Microtech has maintained a commitment to excellence by completing work on time, within budget, and exceeding customer expectation.

**CB Richard Ellis**, headquartered in Los Angeles, has extensive experience in the California regional market. CB Richard Ellis has successfully managed over 4,300 transactions in 2003 alone for a total consideration of over \$10.7 billion. The Los Angeles region is among the company's leaders in the effective integration of these service lines. CB Richard Ellis offers a complete spectrum of real estate services including brokerage, financial, asset management and project planning. In addition, CB Richard Ellis has had direct, substantial involvement with EUL projects for VA in Atlanta and Milwaukee, for the US Army at Walter Reed Army Medical Center, and for the Department of Energy (EUL type projects) at Oak Ridge National Lab, Argonne National Lab, and Brookhaven National Lab. CB Richard Ellis has worked together with Patton Boggs, another strategic member of the MicroTech Team, on many of the EUL projects in support of VA.

**Patton Boggs LLP** has unparalleled experience in developing privatization opportunities involving federal, state and local entities and is recognized as the pre-eminent authority in this highly specialized area of legal practice. The firm is also a leader in government contracting and real estate transactional matters, including precedent-setting work on the privatization of federal assets, real estate development, sales/leaseback arrangements, commercial financings, and environmental law. As the top ranked public policy firm in the U.S., Patton Boggs advises clients on all forms of public policy development and implementation, a unique practice area that combines law and policy expertise which will be very useful in the context of the successful implementation of VA's EUL Program.

**PricewaterhouseCoopers (PwC)** is one of the largest professional services firms in the world. Drawing on the knowledge and skills of more than 120,000 people in 142 countries, PwC builds relationships by

**Our past service delivery record and commitment to quality demonstrate our understanding of VA.**

- Team members have decades of service delivery history to VA
- Team members have a record of successful delivery of consulting projects for HQ, in VISNs and 40 medical centers
- Team members have more than 50 employees with direct VHA project experience
- Team members have deep experience of VA, VHA and congressional leadership

providing services based on quality and integrity. PwC has been a trusted advisor to senior managers of the world's largest Fortune 500 companies, government agencies, and public institutions for over 150 years. For the federal government, PwC has over 75 years of experience providing comprehensive business advisory services to meet the government's including VA's financial, operational, risk and compliance needs.

**Gensler** brings exceptionally diverse and strong credentials in architecture, engineering, master planning, and historic evaluation/preservation to the MicroTech Team. Gensler is a global firm headquartered and founded in California with 40 years of design experience deeply rooted on the West Coast. With 200 plus California-based staff spread among offices in Los Angeles, San Jose, San Ramon, San Diego and San Francisco, Gensler has worked with clients across all business sectors. Gensler has performed studies for VA to define alternative concepts for EUL projects for 20 sites. Gensler has provided support for the West L.A. campus as part of these studies. In addition, Gensler has prepared several complex GSA facility portfolio analyses using their unique methodology, the Gensler Real Estate Simulation process.

**EDAW** is a worldwide planning, design and economic development firm. Los Angeles is one of five EDAW offices located in California. Starting in San Francisco more than 65 years ago, EDAW's collaborative approach to landscape architecture, planning and urban design, environmental planning, and economic, social, and cultural services have shaped sustainable environments throughout the world. Since 1972, EDAW has served over 50 agencies within the defense, national security and civil government agencies including VA (EDAW was the planner and landscape architect for the expansion of Fort Rosecrans VA Cemetery).

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

**ONIX** has worked with VA providing technical engineering on an Enhanced-Use Lease Cogeneration project on five (5) VA facilities located within the Northeast region of the U.S. ONIX has performed numerous evaluations of cogeneration plants, including those that are already operating, to determine their success; and, to determine ways to improve the plant operations based on revised fuel and electric pricing, as well as a number of other issues such as optimal operating procedures.

**APEX, Inc.**, a Service-Disabled Veteran-Owned Small Business, is a premier provider of organizational effectiveness consulting for the Federal Government. Apex Inc. clients have achieved extensive recognition for attaining significant organizational-wide improvements in operational, strategic and financial performance, program and project management, deployment and integration measurement and results, process mapping/management, measurement systems, strategic planning, and customer satisfaction. Ten of their government clients have won the Malcolm Baldrige-based State Quality Award for Performance Management. APEX, Inc. is ideally suited to meet VA's specialized consulting and training needs.

The members the MicroTech Team have had a long history of working together on EUL and other similarly sized government and commercial development projects. The MicroTech Team will build on these existing relationships, including the national reach and resources of each team member, to complete this EUL project at VAMC West L.A.

We believe these existing relationships are of critical importance and will provide substantial value as the team completes this project. The team will focus on a continuous exchange of information and strategies. The following are examples of the past and existing relationships within our team:

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

- Gensler has a long-standing relationship with CBRE and the two companies have worked together on numerous projects over the years. Over the last five years, CBRE and Gensler have worked together on over 100 transactions. Most recently, Gensler and CBRE were team members on the historic and landmark U.S. Patent & Trademark Office in Alexandria, VA.
- Patton Boggs, the legal counsel for Discovery Communications, and Gensler, the lead design firm, worked together over a period of several years during the development of the Discovery Communications Headquarters' project in Silver Spring, MD. The two companies continue to work together on Discovery Communications' related projects.
- PricewaterhouseCoopers (PwC) and Patton Boggs work closely together in connection with federal government contract matters.
- Gensler has designed numerous PwC spaces in New York, Maryland, Virginia, California, Pennsylvania, Connecticut, and Oregon. In 2000, Gensler and PwC Consulting partnered on a national educational symposium titled "Transformation" that focused on rapid business change and the evolution of organizations to meet new opportunities.
- A long collaborative relationship exists between Gensler and EDAW going back many years. Recently, Gensler and EDAW worked on DHS HQ Study for Nebraska Ave., Capitol Police Training Center, and Discovery Square in Reston, VA.
- EMCOR, the parent company of CESI, and CBRE are partners in CBRE Technical Services, a company that provides engineering services to most CBRE managed properties across the country. As a result we are working with EMCOR on approximately 500 Million square feet of CBRE managed space.
- EDAW prepared the EIS and Site Design for the United States Patent and Trademark Office in Alexandria, VA with team members CBRE and Gensler.
- Patton Boggs and CBRE have worked together since 1995 and in fact have closed on two (2) EUL projects that were successfully completed (Atlanta VARO and Milwaukee VARO) as well as EUL projects for Department of Energy (DOE) and the Department of Defense (DoD).
- CBRE and Patton Boggs are currently providing services to Brookhaven National Laboratory with respect to the development of housing, pursuant to an EUL-type authority as well as the development and financing of a \$100M research facility at Oakridge National Laboratories.
- Patton Boggs and CBRE are on a team currently developing a co-generation plan through the U.S. Army's EUL authority at Ft. Detrick, Maryland.

Each of these projects required a high degree of coordination, creativity, and cooperation among the various team members.

Please see Appendix B for more information about past performance of these firms.

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## EXPERIENCE OF THE TEAM

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The MicroTech Team selected members for this Task Order based on their knowledge, skills, and abilities relevant to the geographical location and special requirements of the West L.A. site. Our proposed Team members have outstanding experience supporting large, geographically disparate programs similar to VA EUL program. The MicroTech Team members share a business philosophy that is focused on "total customer satisfaction and employee welfare and retention" with services delivered rapidly, effectively, and with absolute quality assurance.

MicroTech's VA EUL Team has extensive experience working as an integrated Team providing management support, knowledge, and expertise on projects of this type, successfully completing the work

ahead of schedule, under budget and with outstanding results which exceed the customer's goals and objectives.

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## EXPERIENCE OF THE INDIVIDUALS

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The MicroTech Team will draw upon the resources and expertise of its Director/Principal members for program review, oversight, and management. Our executive management Team will assist with periodic high-level reviews and consultation on program management, legal, real estate, and financial matters to ensure all Task Order objectives and task requirements are completed within established timelines and exceed the expectations of VA.

Additionally, we will leverage the key personnel of our team members.

The MicroTech Team includes:

- **Brian Murphy** has more than 24 years of experience delivering integrated account management services. Mr. Murphy has served as the U.S. Postal Services' Project Manager in rezoning, designing, and entitling a 9 million square foot development site on the waterfront in Boston.
- **Michael Flinn, Ph.D.**, managed environmental technical support worth over \$2.8 million for the Air Force Center for Environmental Excellence (AFCEE) base closure environmental restoration and geobase integration offices. Dr. Flinn prepared Base Realignment and Closure (BRAC) closeout plans and land use control plans for the Department of Defense (DoD).
- **Michael Simmons** managed all legal aspects associated with VA's loan asset privatization program through the securitization of mortgage loans owned by VA for as many as 30,000 loans annually—with total principal balances of approximately \$2 billion. Mr. Simmons structured VA's legal position through his participation in the drafting of all transaction documents, including loan sale agreements, pooling and servicing agreements and underwriting agreements. In total, Mr. Simmons handled transactions involving 33 sales, with the disposal of more than 300,000 loans and principal balances in excess of \$22 billion.
- **Mary Ann Lasch** is a Registered Landscape Architect and has more than twenty-five years of experience in urban planning and development; she is both an accomplished landscape architect with experience in design, planning, project management, and environmental advocacy; and an organization development consultant with expertise in process facilitation, change management, and strategic planning.
- **Paul Moyer** is certified in urban planning and has prepared a community based re-use plan for the Federal Government which included an extensive public participation process. Studies involved market analysis, re-use options, and implementation recommendations.
- **Dan Cleary** has extensive program management experience providing expert consulting, program integration, and management support services to meet any organization's productivity and quality improvement objectives. Mr. Cleary is a Rochester Institute of Technology Spirit of Innovation Award Judge and is a member of the Veteran Health Administration Kizer Quality Achievement Award Board of Examiners.

We have provided detailed resumes in Appendix C.

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## AVAILABILITY AND LEVEL OF CORPORATE COMMITMENT OF KEY RESOURCES

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MicroTech and our entire Team (CBRE, Patton Boggs, PwC, Gensler, EDAW, CESI, ONIX, and APEX) all have an extensive foundation of qualified employees with the specialized skills required to provide outstanding and successful performance on this EUL Task Order. Our Team members have procedures in place that allow our customized technology collaboration tool/database, to be constantly updated in order to provide for quick access to these employees on an as-needed basis to support all Task Orders.

With the full resources of the MicroTech Team and their immense reach-back capability, we are prepared to staff all Task Orders fully from the date of award. MicroTech has an unparalleled ability to recruit new personnel by attracting and retaining service-disabled veterans (75% of MicroTech's Executive Staff and employees are service-disabled veterans or veterans).

Throughout this Task Order, MicroTech and the Task Leaders (CBRE and Gensler/EDAW) will provide the Task Management and subject matter experts as appropriate for the phases of the task. MicroTech will coordinate the project phases with the Subject Matter Experts provided by each of the MicroTech Team members, maximizing the extensive knowledge, skills, and capabilities of our outstanding partners. By utilizing the large pool of personnel resources that each of the MicroTech Team members has available, we will ensure the expertise, knowledge, skills, and experience available are used to the maximum extent possible.

## TASK REQUIREMENTS

The following pages provide the MicroTech Team's technical approach to Phases 1 through 3 for completing the required tasks and providing the required deliverables as described in the Statement of Work (SOW).

### 7.1 PHASE 1—DATA COLLECTION AND PLANNING ANALYSIS

Phase 1 of this Task Order provides a full evaluation of the current information regarding the West L.A. site, as outlined in the RFP and supporting materials.

#### 7.1.1 PROPERTY BASELINE

Once awarded the Task Order, the MicroTech Team will review VA's previous work and database of information on the West L.A. site. As described in the Scope of Work (SOW), the MicroTech Team will use Government Furnished Information (GFI) to complete this phase. The MicroTech Team assumes that VA will provide such information as is already in electronic format to the MicroTech Team on CDs sent to MicroTech or that such information that is in hard copy will be located at the Site and available for inspection and removal/copying by MicroTech during its site visit.

With this information, the MicroTech Team will develop a clear graphic format for base maps and plans to ensure that site and facility information is efficiently presented and summarized for easy review by the MicroTech Team, VA, and other stakeholders in following phases. We will also identify the parameters for determining feasibility criteria for potential non-VA re-use and redevelopment of the property. The MicroTech Team will collate and analyze existing property information according to the feasibility criteria. Gensler and EDAW will identify both seismic and life safety issues that impact the future safety of these buildings and grounds and may affect potential EUL possibilities proposed later within this project.

During the inspection and analysis of the existing property information, the MicroTech Team will review and analyze title and legislative jurisdiction records. As part of our assessment of the material, the MicroTech Team will address information that may materially affect the feasibility of the proposed EUL in the context of the performance of the Task Order and VA's Enhanced-Use leasing authority to assure that the information provided is sufficient and addresses the unique characteristics of the West L.A. site.

#### *Deliverable: Property Baseline*

The MicroTech Team will collect and analyze existing VA property information (both physical and legal) about the West L.A. site (land and buildings) needed to identify significant property conditions including legal descriptions and boundaries, existing leases or easements, legislative jurisdiction, federal title and deed information, physical condition, use, and age of buildings and infrastructure, and VA capital investment profiles. The deliverable will be a report synthesizing/analyzing current information and identifying vacant tracts or parcels which may be buildable or developable, constraints within the properties, "as-is" non-VA potential uses of land and buildings, an overview of surrounding existing and future land uses and environmental conditions, and identification of critical data/information gaps and any obvious erroneous items.



The MicroTech Team will develop the Property Baseline Reports for the site summarizing the existing conditions and identifying their general impact on re-use potential indicated by these conditions, unconstrained by healthcare or capital planning input. The MicroTech Team will identify any critical data and/or information gaps in the GFI received within its Property Baseline Report. The Real Property Baseline will be combined with the Environmental Baseline to identify individual buildings and/or campus locations/parcels that demonstrate either "High," "Medium," or "Low" potential for non-VA re-use/re-development. As part of the deliverables, the MicroTech Team will include a sight visit to each site to provide observations for the development of the Property Baseline report. This report will include a potential re-use analysis. Using the information derived from the Real Property Baseline and the Environmental Baseline, the MicroTech Team will provide a high-level analysis that ranks the reuse potential of existing buildings for each location. This information will support further analysis of master plan options in Phase 2 and 3.

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### 7.1.2 ENVIRONMENTAL BASELINE

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The MicroTech Team will collect and analyze existing VA environmental (natural and man-made) information from the existing environmental documentations compiled by the government about the West L.A. properties (land and buildings) needed to identify significant environmental conditions of VA property. The MicroTech Team will assist VA efforts in complying with certain federal environmental laws which potentially affect the non-VA use and/or transfer of federal property. We will also provide evaluations regarding the timing and feasibility of alternative non-VA uses. These laws include but are not limited to:

#### Federal Laws/Requirements

- National Environmental Policy Act (NEPA)
- Comprehensive Environmental Response Compensation and Liability Act (CERCLA)
- Resource Conservation and Recovery Act (RCRA)
- National Historic Preservation Act (NHPA)
- Coastal Zone Management Act (CZMA)

State and Local Laws/Requirements (state statutes and local ordinances regarding environmental reviews and compliance)

- California Environmental Quality Act (CEQA)
- state seismic standard
- California Coastal Commission
- Other applicable state and local laws and ordinances

The MicroTech Team will collate existing information provided by VA on hazardous materials including:

- Asbestos containing materials (ACM)
- Lead based paints (LBP)
- Solid waste dumps
- Permits and the notice of violations
- The existence and condition of aboveground and/or underground storage tanks

We will also collect and analyze information about

- Floodplains
- Wetlands
- Critical habitats

- Endangered species
- The existence of aboveground and/or below ground cultural resources

As part of our review of the material, the MicroTech Team will address information that may materially affect the feasibility of the proposed EUL in the context of the performance of the Task Order and VA's Enhanced-Use leasing authority to assure that the information provided is sufficient and addresses the unique characteristics of the site.

***Deliverable: Environmental Baseline***

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The evaluation will result in a comprehensive Environmental Baseline Report identifying and analyzing significant environmental constraints to future non-VA uses. The MicroTech Team will document the findings using standard commercial formats like those found in ASTM Designation E1527-00, Standard Practice for Environmental Site Assessments (Phase I Environmental Site Assessment Process), or other environmental report formats acceptable to VA based on the available information and documentation provided by the Government. The MicroTech Team will identify and document any critical data and/or information gaps in this report.

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## **7.2 PHASE 2—RE-USE/RE-DEVELOPMENT POTENTIAL**

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The Statement of Work (SOW) and extracts from the other VA CARES contractor's methodologies illustrates that this Phase supports the initial generation and assessment of a broad range of potential options for each site. We further understand that these options will be provided to the Secretary of VA for selection of the short list of options that are to be studied in more detail in Phase 3.

The MicroTech Team will therefore provide VA (and VA CARES contractor) with descriptive summaries and assessments of potential re-use/re-development programs for each of the Business Plan Options (BPO) (including the Baseline Business Plan option) developed by CARES Team and provide inputs and support to the Local Advisory Panel meetings conducted in this Phase. The MicroTech Team anticipates that similar re-use programs may be applicable to multiple Business Plan Options. These assessments will utilize the amount and timing of vacant land, buildings and space for Business Plan Options identified by the other VA CARES contractor and result in providing the other VA CARES contractor with net receivable values based on the net realizable cash flows and provide assessment scores in accordance with scoring methodology established by VA.

The MicroTech Team will assess the range of alternatives that may result from a project, in terms of cash and/or in-kind services using VA and OAEM templates. In all of these analyses we will provide realistic, risk adjusted, economic estimates that can be used by VA with confidence. Projected results will be expressed in terms of expected results, or range of results, with potential upside where appropriate.

Potential real estate developers should also be considered at this time. Determining preliminary levels of interest among developers is also appropriate at this stage. Developers' interests represent a valuable test of the demand side of the equation. Their response is a valuable indicator for determining what the market may, or may not be able to support. Based on VA goals and stakeholders input, the MicroTech Team will conduct work session(s) with VA to identify EUL opportunities. The EUL opportunities will be the basis of defining, refining, and analysis of conceptual EUL uses and/or opportunities.

With the benefit of all of the above information we will prepare financial cost estimates for alternative plans. The financial analysis will utilize VA's Cost Effective Analysis (CAE), and Risk Analysis Guide

(RAG). This analysis will incorporate the most recent market rental rates, sales figures, and market trends. The MicroTech Team understanding of transaction structures is the skill set that pulls the market feasibility, financial analysis, and capital markets capabilities together. This work will also address issues of importance to developers such as tax matters, underwriting concerns, term limitation and alike as they apply to EUL transactions. In addition to our market research and analytical expertise the MicroTech Team has access to financing and capital markets as the leading provider of debt, equity, structured finance, and loan servicing for all property types in North America.

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### **7.2.1 IDENTIFICATION AND ANALYSIS OF RE-USE/RE-DEVELOPMENT POTENTIAL.**

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Phase 2 will result in a report which will provide:

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

At the culmination of this phase, the market information will be combined and analyzed with input from VA stakeholders and the CARES Team. Additional or supplemental information will be gathered as required and schematic financial projections will be run to gauge the viability of the top options. In order to maximize the government's return on assets and its ability to provide services, in this case the care and treatment of veterans, plans that are not feasible will be set aside. We will propose projects for approval that appear to be viable.

All subtasks conducted in Phase 2 will include a review outlining the potential non-VA re-use/re-development options in the context of the EUL to determine "reasonable uses" under the EUL as well as identify business and legal issues that could arise in each proposed context (e.g., address challenges associated with potential mortgage default by developers, impact of gaming laws, and local cultural issues on various re-use/re-development options).

#### **7.2.1 Subtask a.**

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***Preliminary "high level" market assessments, marketability analyzes, and/or property type analyzes showing non-VA supply/demand for potential non-VA reuse/redevelopment uses or products (e.g., medical related, office, commercial, residential, hospitality, retail, or mixed-use).***

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Our market analysis will include the following tasks:

- Interview local real estate and land development professionals, including real estate brokers, property developers, builders, and economic development officials, regarding market conditions

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

- Obtain regional market data sources for the applicable uses. Variables to be obtained include sales prices, rents, absorption, and inventory data
- Refinement of re-use programs based on revised amounts and timing of vacant land, buildings and vacant space in buildings for Business Plan Options generated by the CARES Team
- Identify relevant properties or development projects in the appropriate submarket and determine their capital costs and operating costs and revenues
- Using the data from Phase 1, the re-use Team will refine the market analysis that was completed by the CARES Team

#### **7.2.1 Subtask b.**

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##### ***Overview of market values and trends as well as potential range values/returns for non-VA reuse/redevelopment options and sites.***

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This overview will include information such as:

- Regional market data
- Potential developers
- Market values for the Business Plan Options generated by the CARES Team
- Relevant information regarding the West L.A. site and its value to VA for VA and/or non-VA use

#### **7.2.1 Subtask c.**

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##### ***Overview of private financing and lending climate.***

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This assessment will identify availability of financing and other pertinent information including:

- Types of financing available
- Financial/lending institutions
- Potential for funding of re-use/re-development projects identified in the Business Plan Options

#### **7.2.1 Subtask d.**

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##### ***Overview of political and regulatory climate toward reuse/redevelopment.***

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The MicroTech Team will identify any:

- State and Local land use requirements (e.g., Zoning, California Coastal Commission; etc.)
- Community issues and neighborhood concerns
- Legal concerns regarding potential re-use/re-development options identified

These concerns will be part of the overall evaluation regarding the potential re-use/re-development options in the development of overall re-use/re-development plans to ensure greatest value use of the West L.A. site. The political climate within the surrounding community will also be considered in this assessment by identifying:

- Potential community objections
- Roadblocks to any re-use/re-development plans identified

### 7.2.1 Subtask e.

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***Preliminary recommendation of non-VA reuse/redevelopment opportunities and identification of preliminary "highest potential" reuse/redevelopment options and potential sites.***

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This recommendation will:

- Assess the real value of the site to VA
- Provide a pragmatic evaluation of the potential reuse options
- Determine probability of implementing a re-use/re-development plan, if appropriate

Additional findings will address:

- Treatment of historic buildings and structures
- Reuse of existing facilities
- Site capacity for new development
- Understanding building type and massing of identified market opportunities
- Rough order of magnitude discussion of cost, phasing and development issues
- Marketability analyses
- Market assessments
- Potential non-VA uses for the properties
- Overview of market value trends
- Potential range of values and returns for non-VA re-use/re-development
- Financing and lending climate for the site
- Possible impact of financing and lending climate on potential non-VA re-use/re-development
- Overview of regulatory and political (environmental) climate
- Potential use of federal and state historic tax credits

### 7.2.1 Subtask f.

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***Provide a rough order of magnitude assessment of the reuse potential associated with each of the 3 to 6 Business Plan Options developed by the other VA CARES contractor as indicated in Section 5 of the attached methodology"***

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MicroTech will coordinate with the other VA CARES contractor to identify a range of potential physical options for the site (the BPOs).

MicroTech and the other VA CARES contractor will facilitate a meeting regarding key land development drivers for the site and identify the 3 to 6 BPOs. Where re-use potential is strong and land values are high, the MicroTech Team will examine the value of the income that VA would receive for the site re-use versus potential impediments which may reduce viability of the Business Plan Option (BPO).

MicroTech will develop a rough order of magnitude assessment of the reuse potential associated with the BPOs developed.

### **Deliverable: Potential Re-use/re-development Report and Briefing**

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The MicroTech Team will prepare initial General Property Re-use Plans with options and quantified inputs for the other VA CARES contractor's financial analysis and for consideration by both the other VA

CARES contractor and for presentation to the Local Advisory Panels at their meeting. MicroTech understands that following the second Local Advisory Panel meeting it may be necessary for additional BPOs to be considered and assessed.

At this stage, MicroTech anticipates providing rough indications of reuse potential and the net amounts and timing VA could receive (most likely as ground rent) associated with each BPO.

The MicroTech Team will provide a broad range of options for the re-use potential for part and whole areas of VA installations, part and whole re-use of individual existing buildings, including re-use of any surplus space within a medical center or other property jointly with VA (or other tenant's) continued operation.

The assessment of re-use potential will involve the following considerations:

1. To determine the highest and best use of the site subject to the Task Order four criteria must be met under an assumption that the property is vacant and an alternate assumption that the property is improved. The four criteria are
  - 1.1. Legal permissibility—includes issues associated with: title, land-use restrictions, historic preservation requirements, legal options available to VA in the event of lessee default, environmental compliance among others.
  - 1.2. Physical possibility—is determined by size of the parcel, location, proximity to utilities and roads, environmental contamination, and access to private sector market.
  - 1.3. Financial feasibility—is primarily dependant on the relationship of supply and demand for the legally probable land uses verses the cost to create the use
  - 1.4. Financial return to VA—relates to the lessees' ability to develop, finance, and operate the project in a viable financial matter.

This analysis will provide a framework to determine the maximum potential value for the land and buildings vacated by VA and the pace at which such potential could emerge (which is linked to take-up rates for the specific real estate type etc).

2. The likely nature of transaction between VA and the developer then determines how and how much consideration VA could receive. MicroTech understands that VA most likely would seek to implement an Enhanced-Use Lease rather than an initial outright fee simple disposal. As a result VA would receive payment in the form of a combination of Ground Rents and/or In Kind Services (which could include minor construction, rights to use part or whole buildings at low or no rent, as well as on-going services). At this stage, MicroTech will establish in conjunction with the other VA CARES Team a suitable capitalization rate for use at this site and for each of the types of real estate that could be developed under each potential re-use plan.

MicroTech, also understands that VA is able to provide developer's with the right to acquire the site they have been provided under the EUL. This is particularly important where the highest and best potential use is residential in nature.

3. The net proceeds calculated in the steps above for each BPO would then be prepared in a form that can be provided to the other VA CARES contractor for inclusion in its initial financial analysis.

Given the uncertainties with any redevelopment project and particularly one on Federal land which most likely has no actual zoning status, MicroTech will provide a range of potential values and net considerations for each BPO and a commentary on the key value enablers (drivers) and potential risk that may impact the net proceeds VA could receive.
4. The MicroTech Team will provide a "re-use assessment scoring, using the scales listed in Chapter 5 of the other VA CARES Contractor's methodology, together with accompanying descriptions of the level of difficulty and risk inherent in the options and included in the assessment of re-use potential for business plan options.

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## **7.3 PHASE 3—GENERAL RE-USE/RE-DEVELOPMENT OPTIONS**

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As stated in the SOW, “Phase 3 (coinciding with the other contractor’s Stage II) involves the study Teams completing a more detailed development and assessment of VA-selected options for further study, including more continued consultation with Stakeholders and the Local Advisory Panels and consideration of additional issues.”

During this phase, the MicroTech Team will review the preliminary recommendations and BPOs suggested for the West L.A. site and provide more detailed analysis of this site based on the following information culminating in a Highest and Best Use Analysis. We will collect and analyze non-VA real estate and market information needed to identify the most probable non-VA use, or range of uses, that is:

- Physically possible
- Legally (under both federal and state law) permissible
- Financially (through private sources) feasible
- Most profitable in terms of economic or operational value returned to VA

This task will include the following subtasks:

- Overview of salient market conditions
- Overview of local political and regulatory climate toward development
- Identification of potential high demand/high value VA properties
- Identification of likely alternative uses and users
- Likely alternative use analysis
- Pro forma Analysis by likely market types/uses
- Providing inputs and support to VA and its other Contractor in the assessment of options and selection of a recommended option and a Business Plan for each site

The MicroTech Team will screen the potential candidate uses for each site, whether for the whole site, a portion of the site, or for parts or all of specific buildings. The purpose of this exercise is to eliminate non-viable re-use options using rational and systematic application of consistent criteria. The criteria will include the presence and strength of key market demand drivers for specific uses, as well as the appropriateness of the site - size, configuration, access, visibility, and the like—to accommodate such uses.

The MicroTech Team will attempt to utilize standard, published sources of data for each of the sites, such as the Census, State data centers or labor departments, or private data providers such as Claritas, ESRI, CoStar, REIS, or Smith Travel Research.

We will produce a realistic Re-use Plan (including re-use strategies, options, outcomes, schedules, and contacts) capable of gaining acceptance and approval by high-level VA decision-makers.

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### **7.3.1 HIGHEST AND BEST USE ANALYSIS**

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

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

- VA objectives and on-going land/building requirements
- An overall description of the site
- List of all significant development related facts
- Project cost estimates
- Potential stakeholder impacts
- Potential constraints on development (e.g., legal, environmental, community/neighborhood, site-specific issues, etc.)
- All other relevant issues

All documents will be presented using the appropriate VA templates.

The MicroTech Team will carry out conceptual planning activities using the Sample Concept Plan in the RFP. The ability to illustrate potential development scenarios is a valuable tool for internal decision making by VA as well as dealing with community groups and marketing to prospective developers. The MicroTech Team will use the template provided in the RFP to develop the EUL Concept Plan which will include:

- Project Background
- Project Description
- Project Objectives
- Project Site Description
- Site Location
- Preliminary Feasibility Analysis (Including Alternatives)
- Veteran and Community Issues
- Benefits to The Department of Veterans Affairs
- Potential Revenue
- Savings and In-Kind Considerations
- Analysis of Business
- Market and Budget Considerations
- Environmental
- Historical Preservation and Demolition Issues
- Strategic Planning Impact
- Conclusion/Recommendation(s)

All subtasks conducted in Phase 3 will include a review outlining the potential non-VA re-use/re-development options in the context of the EUL to determine "reasonable uses" under the EUL as well as identify business and legal issues that could arise in each proposed context (e.g., address challenges associated with potential mortgage default by developers, impact of gaming laws, and local cultural issues on various re-use/re-development options.)



### 7.3.1 Subtask a.

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***Market Assessments, Marketability Analyses, and/or Property Type Analyses showing non-VA supply/demand for potential public/private non-VA reuse/redevelopments (e.g., medical related, office, commercial, residential, hospitality, retail, or mixed-use) for each option(s).***

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MicroTech Team research capabilities that will support our understanding of market conditions include:

- Information Management Group: performs on the ground, employs roughly 250 research assistants nationwide, and provides accurate and consistent local market information on a timely basis.
- Marketview: provides concise reports on economic, vacancy, net absorption, price, and construction trends for the office, industrial, retail, or multi-housing market segments of major national markets.
- Torto Wheaton Research (TWR): leads the commercial real estate industry in market research, analysis, and econometric forecasting. TWR creates market intelligence providing the necessary data to evaluate portfolio risk, anticipate market opportunities, and seize competitive advantages.
- National Real Estate Index (NREI): The National Real Estate Index reports on commercial real estate trends in more than 65 metropolitan markets in North America and serves nearly 2,000 investors and property companies around the world. It provides targeted real estate research and investment models to support The Alliance Real Estate Investment Fund.

### 7.3.1 Subtask b.

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***Financial feasibility (e.g., multi-year (no less than 30) discounted cash flow (DCF) analysis or other VA approved financial analytical technique) model for at least 3 and no more than six business plan options. The analysis will project for each non-VA reuse/redevelopment option expected capital investments, revenues and expenses, VA ground rent or other periodic or lump sum proceeds, net operating income, debt service, before-tax and after-tax cash flows, and expected rates of return. Contractor shall clearly state all key assumptions including debt service, holding period, and discount/equity yield rate. The economic and financial feasibility analysis will include preparation and analysis of key single-period financial and profitability ratios (e.g., break-even, default rate, cash-on-cash rate, etc.) and multi-period measures like Net Present Value (NPV) and Internal Rate of Return (IRR).***

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In addition to the assessment of market conditions described above, the Micro Tech Team will provide a financial feasibility model for a minimum of 3 business plan options using the methodology outlined under Project and Development Cost Estimates below:

- Prepare a project and development cost estimate of the alternative plans
- Prepare cost estimate to consist of cash flow and present value pro-forma utilizing Argus software

These financial runs will use the units of square feet of building areas and acres of land determined in the planning activities. In turn, these numbers will be combined with the MicroTech Team's knowledge of market rental rates, sales figures, and market trends.

### 7.3.1 Subtask c.

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***Financing and Development Incentive Overview and necessary rates of financial return to attract non-VA reuse/redevelopment developers, owner-operators, and lenders.***

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The incentives for the potential redevelopment or re-use options include:

- Direct funding by other government, state, and local agencies through various grant or loan programs, tax credits, and similar approaches
- Funding and financing options for the redevelopment or repositioning of the asset based on the BPOs
- Provide VA with a true value-based analysis of the lending and financing climate for these site and their respective options.

#### **7.3.1 Subtask d.**

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##### ***Financing and lending climate and requirements.***

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The MicroTech Team will complete a 30-year cash flow pro forma for each of the Business Plan options recommended in Phase 2 to identify:

- The scale and type of funding required
- The potential levels of typical financial ratios and returns to investors
- The net revenue potential for VA.

The preferred transaction structure analyzed will be a 75-year Enhanced-Use Lease. Since the timeline for the study is 30 years, the net present value of the remaining years of the lease will be capitalized in year 30. Where the value of the property under a given option will be greatly enhanced through a change of disposition, we will create cash flow pro-formas that incorporate disposition, noting the likely risks and hurdles that might accompany such a disposition strategy.

#### **7.3.1 Subtask e.**

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##### ***Political and Regulatory climate and requirements.***

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The MicroTech Team will recommend responsibilities for VA, development partners, and others as appropriate within an expected timeframe with regard to:

- The political climate of the site
- Their respective communities
- Current and potential changes
- Federal, state, and local regulatory or legal statutes, laws or ordinances
- Analyses of factors (location of proposed uses/uses that may impact the marketability)

#### **7.3.1 Subtask f.**

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##### ***Identification and estimate of projected VA pre-marketing or pre-development "entitlement" activities (e.g., property demolition, infrastructure changes, and/or environmental remediation) needed to maximize projected VA returns or property values.***

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This subtask will address issues including:

- Environmental risks and limitations
- Property demolition
- Modifications to current structures
- Limitations regarding historical structures
- Environmental remediation

To provide this analysis, the MicroTech Team will provide an environmental and historic assessment which will address any:

- Risk
- Remediation
- Regulatory limitations

These activities will include:

- Environmental Review: EDAW will examine NEPA and applicable CEQA requirements regarding the environmental impacts of the proposed BPOs. Should an environmental impact statement be required, the team acting through EDAW, Gensler and Patton Boggs will prepare viable strategic options for VA to consider for the implementation of the proposed BPOs.
- Historic Preservation Review: Gensler will meet all of the requirements of Section 106 of the National Historic Preservation Act of 1966 as well as applicable state and local requirements. This Act calls for federal agencies to take into account the effects of their undertakings on historic properties, and afford the Advisory Council on Historic Preservation a reasonable opportunity to comment. This review will also take into consideration the potential funding opportunities under each of these authorities.

#### **7.3.1 Subtask g.**

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*Analysis of local real estate development process, laws, and regulations (i.e., zoning, environmental, historic preservation); identification of significant land use planning/infrastructure issues affecting non-VA reuse/redevelopment including development infrastructure capacity, local zoning, ingress/egress, utility, traffic, parking, police, fire and emergency concerns; and potential impacts of the proposed non-VA reuse/redevelopment on other ongoing development activities on or around the VA property.*

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Congress recently enacted authority for the Secretary to apply VA land use determinations in lieu of state and local requirements. The practical applications of VA policy decisions in the context of its relationship with neighboring local communities (who in many instances provide sewer, water, and other services) will remain a critical focus. As a result, each project will be considered and evaluated in the context of the law as well as in terms of practical issues regarding impact on the proposed development resulting from:

- Local challenges
- Municipal services
- Future uses, etc.

The MicroTech Team will ensure close coordination of this issue to assure that potential development issues, potential impact, and mitigation strategies are identified and presented in the redevelopment plan.

#### **7.3.1 Subtask h.**

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*Refined overview of market values and trends as well as potential range values/returns (e.g., ground rents or sale proceeds) for non-VA reuse/redevelopment options and sites.*

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This analysis will entail review of the information provided in Phases 1 and 2 for this Task Order, as well as additional information gleaned from continued in-depth review of marketing information available with respect to the West L.A. site. All valuations will be created to conform to prior modeling practices developed by the other contractor and in accordance with the BPOs. These values will be presented in a format which allows the various scenarios to be compared quantitatively on a discounted cash flow basis in order to adjust for alternative timeframes.

### 7.3.1 Subtask i.

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***Provide assessments of the reuse potential associated with each of the Business Plan Options developed and the other outputs required.***

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These assessments will identify all marketing, legal, political/community, historical, engineering, regulatory, environmental, financial, and remediation risks for each Business Plan Option (BPO) developed. This assessment will rely on the Government Furnished Information (GFI) as well as the information developed within the various stages of this Task Order. In order to complete this assessment the MicroTech Team must have access to the local municipalities and regulatory agencies in addition to the development community.

As indicated above, The MicroTech Team will complete a 30-year cash flow pro forma for each of the Business Plan options recommended in Phase 2 to identify:

- The scale and type of funding required
- The potential levels of typical financial ratios and returns to investors
- The net revenue potential for VA

The preferred transaction structure analyzed will be a 75-year Enhanced-Use Lease. Since the timeline for the study is 30 years, the net present value of the remaining years of the lease will be capitalized in year 30. Where the value of the property under a given option will be greatly enhanced through a change of disposition, we will create cash flow pro-formas that incorporate disposition, noting the likely risks and hurdles that might accompany such a disposition strategy.

### 7.3.1 Subtask j.

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***Recommendation of "high probability" non-VA reuse/redevelopment options as well as identification of the "highest potential" option/strategy including identification of highest and best "users" and likely development timelines.***

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The strategies will include identification of:

- Probable development timelines
- Potential developers
- Budgets
- Marketing
- Entitlement activities (e. g., environmental clean-up, historical preservation of current structures, rezoning concerns, community involvement, etc.)
- Best value financing and lending

The MicroTech Team will support the development of recommendation for high probability around the topics of potential for success, strategies for implementation and probable timelines for demolition, reuse, or renovation of existing facilities.

### 7.3.1 Subtask k.

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*An appropriately scaled conceptual master plan drawing(s) illustrating the overall site plan, general land use, and physical layout of the likely highest and best non-VA reuse/redevelopment option including location and size of use(s) for the property. The plan should be an illustrative graphic compilation of previous data, information, and efforts and provide VA with a clear depiction of findings and recommendations from previous Phases/tasks.*

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The MicroTech Team will prepare conceptual master plan drawings/illustrations at an appropriate scale illustrating the physical layout of the likely highest and best non-VA re-use/re-development options for the West L.A. site. These plans will be a graphic compilation of a previous data, information, and efforts that clearly describe the findings and recommendations of the MicroTech Team. The color illustration will include the following:

- Overall site plan elements (building, parking, circulation, open space)
- General land uses
- Character and relationship of the buildings and facilities
- Landscaping and site development design concepts
- Adjacent land uses
- Facility program, building type and use, approximate size of buildings (SF, footprint, height)
- Strengths of the option for this location

### **Deliverables: Potential Re-use/re-development Option Report and Briefings**

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Culminating from the analyses and evaluations discussed above for the individual tasks of Phase 3 as written in the SOW, the MicroTech Team will provide a Potential Re-use/Re-development Option Report and provide Briefings to VA and other constituents as necessary to enable VA to move forward with the BPOs they choose.

The MicroTech Team will produce descriptive summaries and assessments of potential re-use programs for each of the Business Plan Options (including the Baseline Business Plan Option) developed by The MicroTech Team. The MicroTech Team anticipates that similar re-use programs may be applicable to multiple Business Plan Options. These assessments will utilize the amount and timing of vacant land, buildings, and space for Business Plan Options identified by the Capital Planning Team and net receivable values based on the net realizable cash flows identified in the Highest and Best Use Analysis. This assessment will include:

- Identification of the potential development product, the tenant profile, the timing and anticipated pace of redevelopment or re-use
- Identification of the amounts of land, buildings and space used for a re-use program and any space, land or buildings assumed not to be suitable for re-use
- Identification of suitable approaches to minimize retained ownership costs of any space, land or buildings assumed not to be suitable for use by VA or re-use by other parties
- Broad indications of value and identification at a high-level of the amounts and timing of potential re-use costs and revenues
- Re-use assessment scoring, using the scales listed below, with accompanying descriptions of the level of difficulty and risk inherent in the options and included in the assessment of re-use potential for business plan options. The MicroTech Team assumes that VA will instruct the OGC to provide these inputs to the Local Advisory Panel process and the Stage I deliverable and be available at Local

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

Advisory Panel meetings and to The MicroTech Team to address questions or concerns during this process

- Consideration of key risks and implementation issues and their potential impact on the plan
- Inputs to presentations by VA or there other VA Contractor to VA/CIB and congressional briefings

A technical memorandum will be developed to support description and assessment of the conceptual master plan.

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## OPTIONAL PHASES 4 AND 5

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In marketing the EUL, the MicroTech Team will rely on its collective experience on both previous government EUL engagements as well as its extensive list of private sector development clients. The MicroTech Team will collaborate with the appropriate participants to ensure the projects are completed efficiently, effectively and are of quality workmanship.

**Develop List of Developers:** With the collective working knowledge of the Team, a list of potentially interested parties will be created based upon past EUL experience, development expertise, organizational capabilities, and geographic reach. The MicroTech Team will take advantage of the fact that Team member, CBRE has 139 offices across the nation (with headquarters in Los Angeles, California) to enlist in this search for qualified entities and will quickly and easily distribute requests for suggested developers using its internal communication systems.

**Contact Developers Directly:** Direct contact will be made by a combination of phone, mail, and email to known developers and vendors and others in order to solicit their interest.

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

**Site Visits:** The MicroTech Team will rely upon its partners, CBRE; Gensler; and EDAW; with offices across the nation to conduct site visits and market VA EUL opportunities. Corporate offices conveniently located in close proximity to the VA Medical Center (VAMC) West Los Angeles allows our team to provide onsite project management that will ensure the best re-use/re-development options are developed and considered.

With aging buildings no longer appropriate for providing modern medical care, West L.A. presents several opportunities for reuse/redevelopment of land and facilities in the implementation of potential business plans. These options include:

- Designing and constructing new buildings better suited to the medical care needs of the patients
- Remodeling existing structures
- Providing effective and efficient transition of services once construction is completed

In order to achieve the range of BPOs appropriate for this site, the MicroTech Team:

- Will establish and complete:
  - A real property baseline report
  - An environmental baseline report
- Identify potential business plan options (BPOs)
- Provide further analysis to VA regarding the site and the best reuse options available

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

In coordination with the other VA CARES contractor, the MicroTech Team will develop the Reuse Plan presenting the most likely potential reuse options for available property identified in the capital planning process to be included. The MicroTech Team will coordinate with the other VA CARES contractor and exchange information on the capital planning process and stakeholder communications. These possibilities may require regular visits by the MicroTech Team Project Manager to ensure the project continues to meet the mission of VA while supporting new goals and objectives.

**VA Evaluation and Selection of Preferred Lessee(s):** The MicroTech Team will assist VA in scoring RFP responses, an area of strong expertise. Upon completion of the reviews, the MicroTech Team will prepare all necessary reports and proposal evaluation documentation to meet VA, FAR, and other applicable requirements.

### **Enhanced-Use Lease Implementation**

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

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

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

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

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

Working with VA, our Team will develop the necessary documents for VA's approval.

- **Public Hearing Package:** The Team will utilize VA templates as appropriate for these documents, but will also modify and expand upon them as necessary for each situation by leveraging the direct experience of Mr. Kushnir and Mr. Simmons. Different jurisdictions call for varying documents and procedures and the MicroTech Team will draft new guidelines to suit the governmental authority in

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

question. Public notices, the correct form of advertisement and similar required notices will be created. An outline of how the public hearings should be conducted in a given forum will be drafted. This outline will include details such as the identity of the principal decision makers, what the accepted format for speakers, and the time line for the overall application and approval process.

- Notice of Intent to Enter into an Enhanced-Use Lease: The Team will produce these documents in strict adherence to VA requirements
- Environmental Analysis and Historical Assessments (NEPA and NHPA Compliance): The MicroTech Team will prepare all required regulatory assessments for environmental and historic processes

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

Upon award of the Task Order the MicroTech Team will provide additional information including pricing and a detailed process for completing this optional phase, should VA determine the need to progress through all five phases.



Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

## PRICING (FIRM FIXED PRICE)

The following pages provide the MicroTech Team pricing for the West L.A. site evaluation for Phases 1 through 3 as described in the Request for Proposal (RFP) for this Task Order. The pricing presented in this proposal is Firm Fixed Price.

### WEST LOS ANGELES, CA

Tasks	Labor Category	Labor Rate	Hours	Total	Total SDVOB \$
<b>Phase 1 -- Data Collection and Planning Analysis</b>					
1.1 -- Property Baseline	Program Mgr/Director	\$214.50	120.40	\$25,825.80	\$13,253.80
	Project Manager	\$209.00	97.83	<del>\$20,445.43</del> \$20,445.43	\$10,492.59
	Environmental Planner	\$209.00	3.23	\$674.03	\$345.91
	Master Planner	\$187.00	40.85	\$7,638.95	\$3,920.31
	Community Planner	\$154.00	44.08	\$6,788.32	\$3,483.77
	Sr Engineer/Architect	\$143.00	17.20	\$2,459.60	\$1,262.27
	Administrative	\$31.90	51.60	\$1,646.04	\$844.75
	Counsel	\$236.50	36.55	\$8,644.08	\$4,436.14
<b>Task 1.1 Deliverable -- Real Property Baseline Analysis</b>					
1.2 -- Environmental Baseline	Project Manager	\$209.00	8.60	\$1,797.40	\$922.43
	Environmental Planner	\$209.00	43.00	\$8,987.00	\$4,612.13
	Master Planner	\$187.00	4.30	\$804.10	\$412.66
	Community Planner	\$154.00	8.60	\$1,324.40	\$679.68
	Sr Engineer/Architect	\$143.00	35.48	\$5,073.64	\$2,603.79
	Counsel	\$236.50	12.90	\$3,050.85	\$1,565.70
<b>Task 1.2 Deliverable -- Environmental Baseline Analysis</b>					
<b>Total -- Phase 1</b>			<b>524.62</b>	<del>\$96,957.04</del> \$95,146.11	\$49,758.35
<b>Phase 2 -- Re-use/re-development Potential</b>					
2.1 -- Identification and analysis of Re-use/re-development Potential	Program Manager	\$214.50	198.88	\$42,659.76	\$21,892.99
	Project Manager	\$209.00	246.18	\$51,451.62	\$26,404.97
	Master Planner	\$187.00	15.05	\$2,814.35	\$1,444.32
	Jr Comm Real Est Broker	\$165.00	36.55	\$6,030.75	\$3,094.98
	Jr Real Estate Specialist	\$165.00	112.88	\$18,625.20	\$9,558.45
	Community Planner	\$154.00	21.50	\$3,311.00	\$1,699.21
	Sr Engineer/Architect	\$143.00	17.20	\$2,459.60	\$1,262.27
	Sr Financial Analyst	\$209.00	13.98	\$2,921.82	\$1,499.48

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

	Jr Financial Specialist	\$88.00	34.40	\$3,027.20	\$1,553.56
	Administrative	\$31.90	120.40	\$3,840.76	\$1,971.08
	Counsel	\$236.50	28.50	\$6,740.25	\$3,459.10
<b>Task 2.1 Deliverable – Potential Re-use/re-development Report and Briefing</b>					
<b>Total -- Phase 2</b>			<b>845.52</b>	<b>\$143,882.31</b>	<b>\$73,840.40</b>
<b>Phase 3—General Reuse/Redevelopment Option(s)</b>					
3.1 -- Highest and Best Use Analysis	Program Manager	\$214.50	109.65	\$23,519.93	\$12,070.43
	Project Manager	\$209.00	134.38	\$28,085.42	\$14,413.44
	Master Planner	\$187.00	66.65	\$12,463.55	\$6,396.29
	Jr Comm Real Est Broker	\$165.00	66.65	\$10,997.25	\$5,643.79
	Jr Real Estate Specialist	\$165.00	102.13	\$16,851.45	\$8,648.16
	Community Planner	\$154.00	133.30	\$20,528.20	\$10,535.07
	Sr Engineer/Architect	\$143.00	38.70	\$5,534.10	\$2,840.10
	Sr Financial Analyst	\$209.00	30.10	\$6,290.90	\$3,228.49
	Jr Financial Specialist	\$88.00	64.50	\$5,676.00	\$2,912.92
	Administrative	\$31.90	159.10	\$5,075.29	\$2,604.64
	Counsel	\$236.50	30.10	\$7,118.65	\$3,653.29
<b>Task 3 Deliverable – General Re-use/re-development Options Report</b>					
<b>Total -- Task 3</b>			<b>935.26</b>	<b>\$142,140.74</b>	<b>\$72,946.63</b>
Subtotal - SDVOB					<b>\$196,545.38</b>
Subtotal - Other					
<b>Firm Fixed Price Total For Task 3</b>			<b>2,305.40</b>	<del>\$381,184.74</del> <b>\$382,980.08</b>	

**ESTIMATE FOR TRAVEL**

The following table provides the estimated travel costs for the West L.A. site while performing Phases 1 through 3.

**WEST LOS ANGELES, CA**

Calculation for two trips for two people to West L.A. per phase

Expense	Amount
Per diem	\$ 151.00
Auto Rental/day	\$ 65.00
Parking/day	\$ 25.00
Air	\$ 400.00
Total—two trips (1-day meeting)	\$ 1282.00
Total—two trips (2-day meeting)	\$ 1764.00
Total—two trips (3-day meeting)	\$ 2246.00
Total—two trips (5-day meeting)	\$ 3210.00

1291  
651  
490  
1764

2246  
x 2 person  
-----  
4492  
x 3 phases  
-----  
13,476 Travel

3,210  
x 3  
-----  
9,630

## TASK MANAGEMENT: MONITORING, REPORTING AND RECORDKEEPING

The MicroTech Team will conduct a review of all project documentation for construction, facilities management, and financial analysis resources prepared to date. In order to anticipate the scope and level of the necessary ongoing management activities that the MicroTech Team will undertake:

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

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

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

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

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## MONITORING AND REPORTING

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

At the completion of each Task Order, the MicroTech Team will issue an "after action" report, focusing on lessons learned and detailing both successes and challenges identified in completing the Task Order.

The “after action” report will also assess the Team’s performance against agreed metrics, and proposing future improvement strategies.

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## RECORDKEEPING

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MicroTech will maintain files for all Enhanced-Use projects and verify that the documents and records are complete. We will accomplish this using our proven Knowledge Management (KM) solutions that enable productivity and information-sharing, facilitating large numbers of smart Teams and connecting site, people, knowledge, and quality management processes to assist the implementation of outstanding business processes.

Through the utilization of our KM solutions, VA will be able to locate and organize documents, teams, and people, through an integrated collaboration site. The MicroTech Team solutions will allow VA to connect with Team Members seamlessly to take advantage of relevant and timely information to work more efficiently. This solution provides a complete view of VA’s EUL business, affording access to all of the relevant information, documents, and applications through the KM portal allowing VA to create and manage Team and personal site, seamlessly integrate with previously disconnected site, and collaborate with one another. In executing VA EUL Task Orders, both the MicroTech Team and the responsible VA officials will be able to find and reuse timely, relevant information from systems and reports, quickly locate and access documents, and Task Order schedules. The MicroTech Team will use knowledge management to put relevant information at the fingertips of MicroTech Team management, and VA. Both the Team and VA staff will become more productive through immediate access to current, relevant information. Benefits of using this solution include:

- Shared knowledge across all Task Orders managed by MicroTech
- Maximum use of VA's intellectual capital
- Self-service portals for participants in VA's EUL program
- Business process automation
- Reduced development time and cost using MicroTech's out-of-the-box portal services
- Easy deployment with flexible options

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

Financial Analyses Tools: The MicroTech Team will use VA and OEM standard formats such as the Cost Effective Analysis Template, Standardized Tracking Form, the Risk Analysis Guide, and the Earned Value Analysis when performing financial analyses on assigned projects/Task Orders. To the extent permitted, using available software licenses, the MicroTech Team’s proprietary intelligent portal designed specifically for this EUL Program and the associated Task Orders awarded to the MicroTech Team will capture key elements of the project management: scheduling, reporting, coordination tools, market

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

research, demographic databases, and financial analysis tools. This arrangement will help to make the MicroTech Team's portal a valuable resource for VA.

The MicroTech Team covenants and agrees that it will not contact any non-VA party regarding any EUL project transaction without obtaining the written consent of VA.

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

## APPENDIX A—PROJECT PLAN

ID	WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	7.1	Phase 1 Data Collection and Planning Analysis	10 days	Mon 5/9/05	Fri 5/20/05		
2	7.1.1	Property Baseline	10 days	Mon 5/9/05	Fri 5/20/05		
3	7.1.2	Environmental Baseline	10 days	Mon 5/9/05	Fri 5/20/05		
4	7.2	Phase II Reuse/Redevelopment Potential	16 days	Mon 5/16/05	Mon 6/6/05		
5	7.2.1	Identification and Analysis of Reuse/Redevelopment Potential	16 days	Mon 5/16/05	Mon 6/6/05		
6	7.3	General Reuse/Redevelopment Option	106 days	Mon 5/23/05	Mon 10/17/05		
7	7.3.1	Highest and Best use Analysis	106 days	Mon 5/23/05	Mon 10/17/05		

11-62



## APPENDIX B—PAST PERFORMANCE

The MicroTech Team is well positioned to provide VA with value-added support services and stands ready to deliver high quality services. The table below (Figure 2) details the distinction of the MicroTech Team, expounds upon overall service performance and illustrates the extensive past performance record of the Team, overall.

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

Figure 2: Features and Benefits of the MicroTech Team

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

### MicroTech Past Performance

**MicroTech Team Member: MicroTech, LLC**  
**Contract Title: Joint Forces Headquarters—National Capital Region (JFHQ-NCR) Support Services Contract**

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

<b>MicroTech Team Member: MicroTech, LLC</b> <b>Contract Title: Joint Forces Headquarters—National Capital Region (JFHQ-NCR) Support Services Contract</b>	
<b>Contract Number</b>	W91QUZ-04-D-0005
<b>Client, Firm, or Government Agency</b>	Joint Forces Headquarters—National Capital Region (JFHQ-NCR)
<b>Contract Type</b>	Time and Materials
<b>Total Contract Dollar Value</b>	\$297,991.00
<b>Contract Award Date</b>	September 29, 2004
<b>Period of Performance</b>	September 29, 2004 through September 28, 2005
<b>Customer Point of Contact/Title</b>	Angie Craddock, Deputy CIO, J6 Joint Force HQ, National Capital Region, COR
<b>Customer Telephone Number/Email Address</b>	[REDACTED]@us.army.mil
<b>Customer Address</b>	[REDACTED]
<p><b>Scope:</b></p> <p>MicroTech, LLC (MicroTech) serves as the subject matter expert for Joint Forces Headquarters—National Capital Region (i.e. Microsoft™, BFT, C2PC, GCCCS, COPS, Cisco, etc.) and the NORTHCOM elements at Fort McNair, Virginia. MicroTech's role on this contract is to provide a variety of IT program management support services including engineering, development, and implementation. MicroTech is moving users and computers to a more secure environment by upgrading the network capabilities that support a Joint Forces Command in both Garrison and Tactical environments to include satellite connections for a Mobil Command Center. This work includes network security Defense-in-Depth, intrusion detection systems, firewall support, Virtual Private Network tunneling, domain architecture, installation and configurations of systems and servers, database development, Web development, SharePoint portal development, desktop support, and migration of all objects out of the legacy NT 4.0 domain into a Joint Forces Active Directory Domain under NORTHCOM. MicroTech serves as the lead developer, design, and integration authority. This work includes system and database design, logical process flow, and analysis of emerging communication and information technologies to improve decision processes.</p>	
<p><b>Contract's Relevance to VA EUL Program Support:</b></p> <p>MicroTech's role on this contract is to provide a variety of program management support services including the development of program and project management processes and procedures, development, implementation and training, development of service levels to track and improve delivery of services to Army customers, development of program financial planning processes and development of acquisition improvement processes. MicroTech has exceeded the performance requirements of the current SOW. Assisting USMA West Point by performing the scheduled tasks ahead of schedule.</p> <ul style="list-style-type: none"> <li>■ MicroTech conducted knowledge transfer through both formal and informal training sessions in the preventive maintenance and support of systems and applications</li> <li>■ Performed system engineering design and integration of systems, leveraging existing investments in infrastructure and applications</li> <li>■ Providing timely, detailed review and status update reports of the project initiatives as outlined in the SOW</li> <li>■ Provided assistance with hardware and software determination, evaluation, and procurement requirements to meet mission objectives</li> <li>■ MicroTech has developed a Security management plan for the integration of installed systems and configuration management of associated applications that exceeded government standards</li> </ul>	

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

<b>MicroTech Team Member: MicroTech, LLC</b>	
<b>Contract Title: Joint Forces Headquarters—National Capital Region (JFHQ-NCR) Support Services Contract</b>	
<ul style="list-style-type: none"> <li>MicroTech assists in providing consulting services to prepare Senior Officers and Civilians for leadership roles in the Information Age</li> </ul>	

**CB Richard Ellis Past Performance**

<b>MicroTech Team Member: CB Richard Ellis</b>	
<b>Contract Title: Global Account Manager – United States Department of State</b>	
<b>Contract Number</b>	SALMEC-02-D-0031
<b>Client, Firm, or Government Agency</b>	United States Department of State (DOS)
<b>Contract Type</b>	IDIQ
<b>Total Contract Dollar Value</b>	\$7.5 Million
<b>Contract Award Date</b>	2001
<b>Period of Performance</b>	3 years with 2 one year options
<b>Customer Point of Contact/Title</b>	Ms. Elaine P/ Crump
<b>Customer Telephone Number/Email Address</b>	[REDACTED]
<b>Customer Address</b>	A/LM/AQM, [REDACTED]
<p><b>Scope:</b>          DOS required a service provider to deliver real estate services on an international basis for acquisition, disposition, and appraisal/valuation services. An international account team, based in Washington D.C., was appointed with dedicated project managers, each with real estate management expertise.</p> <p><b>Contract's Relevance to VA Enhanced-Use leasing Program Support:</b>          CB Richard Ellis has multiple projects underway with the DOS each requiring a unique subset of team members and consultants due to the diverse nature of the projects. CB Richard Ellis is currently involved in an assignment in Colombo, Sri Lanka where a dedicated sales team oversees the disposition of a 10,000 square foot facility of residential space. In order to become marketable, the facility had to be marketed as an independent residence set outside the security perimeter of other U.S.-owned properties. The DOS required a program manager to assemble and administer a team of professionals to maximize the net proceeds of the sale and ultimately market the property through a competitive bid process. This project was further challenged by the instability of the political, commercial, and social climate in Sri Lanka. The solution—CB Richard Ellis is providing project management with oversight responsibilities for all aspects of the sales process. In nine months of marketing, CB Richard Ellis received two qualified offers above the original asking price and is working with one of them to bring the project to closure. Due to the success of CB Richard Ellis' efforts, DOS has awarded four other disposition assignments in Rabat, Morocco, Abidjan, Cote d'Ivoire, Georgetown, Guyana, and Zagreb, Croatia.</p> <p>CB Richard Ellis has successfully completed site search reports for new office buildings and embassy compound developments on behalf of the DOS in Florence, Caracas, Malabo, Panama City, Quito, Tijuana, Belgrade, Rome, and Tel Aviv. Most recently, CB Richard Ellis was tasked with providing appraisal/valuations for the DOS in Khartoum, Sudan; Pretoria, South Africa; Santo Domingo, Dominican Republic; Quito, Ecuador and Baguio City, Philippines.</p>	

**Patton Boggs, LLP Past Performance**

<b>MicroTech Team Member: Patton Boggs</b>
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Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

<b>Contract Title: Department of Energy, Office of Federal Energy Management Program</b>	
<b>Contract Number</b>	DE-RQ01-02EE74513
<b>Client, Firm, or Government Agency</b>	U. S. Department of Energy, Office of Federal Energy Management Program (FEMP)
<b>Contract Type</b>	Service Contract
<b>Total Contract Dollar Value</b>	\$109,085 (Consulting Fee)
<b>Contract Award Date</b>	September 26, 2002
<b>Period of Performance</b>	5 months
<b>Customer Point of Contact/Title</b>	Tatiana Strajnic
<b>Customer Telephone Number/Email Address</b>	[REDACTED]@ee.doe.gov
<b>Customer Address</b>	100 Independence Ave., SW, Washington DC

**Scope:**

Working in tandem with the Energy Solutions Group, LLC (ESG), Patton Boggs provided a report to the Department of Energy officials at the Federal Energy Management Program regarding the use of an authority similar to VA's EUL legislation to obtain energy improvements on federal facilities. ESG addressed technical issues regarding the type of energy improvements that can be developed. The Patton Boggs effort addressed the legal and structural aspects of a EUL Program and how the concept can be successfully utilized as an alternative to the Department of Energy's energy performance program. The Patton Boggs effort included:

- Outlined EUL and similar authorities at the Department of Energy and Department of Defense
- Development of strategies for implementation of such a program at the Federal Energy Management Program
- Identified best practices and other information gained from VA and DoD EUL Programs for implementation at the Federal Energy Management Program

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

- Effort identified best practices and other information gained from various federal privatization programs
- Effort focused on the federal budgetary policies involved in EUL and similar privatization efforts and budget scoring impacts

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

**Gensler Past Performance**

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

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

**EDAW Past Performance**

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

**PricewaterhouseCoopers Past Performance**

<b>MicroTech Team Member: PricewaterhouseCoopers LLP</b>	
<b>Contract Title: National Park Service Concession Program (NPSCP) Concession Contract Review and Strategy.</b>	
<b>Contract Number (PwC)</b>	C262303D162
<b>Client, Firm, or Government Agency</b>	U.S. Dept of Interior, National Park Service
<b>Contract Type</b>	\$ 8+ million
<b>Total Contract Dollar Value</b>	IDIQ – Task Orders
<b>Contract Award Date</b>	March 2000 – on going
<b>Period of Performance</b>	March 2000 – on going
<b>Customer Point of Contact/Title</b>	Ms. Jo Pendry
<b>Customer Telephone Number/Email Address</b>	Phone: [REDACTED] Fax: 202-371-2090
<b>Customer Address</b>	National Park Service 1849 C Street NW Washington, DC 20240
<b>Scope:</b>	
<p>PwC has been engaged as the primary business advisor to the National Park Service Concession Program from 2000 to the present. In this role, PwC has provided extensive analysis and reporting. In support of the national program, PwC has provided on-going briefings for NPS leadership. In support of regions and parks, PwC has assisted in the development of over 20 prospectus documents including franchise fee analyses, business opportunity sections, operating and maintenance plans and proposal packages. PwC was engaged to provide business advice and guidance for the fifty largest concession contracts that expire in the next five years. These contracts include lodging, retail, food and beverage, and marina operations. These contracts generate more than 80 percent of the NPSCP revenue and represent significant value to the NPSCP. The scope of work included reviewing all contracting items to evaluate procedural consistency to enhance the position of NPS relative to contracting issues. PwC staff undertook park site visits during which they developed an understanding of the array of visitor services and concession operations existing in the parks, in addition to contracting opportunities and constraints. Subsequent to the development of a consensus built action plan, PwC embarked upon a scope of work to assist each park in the development of a sound and supportable prospectus. The process included: conducting market and financial analyses to determine the business opportunity available to a new/existing concessionaire; performing real property condition assessments to identify facility condition and recapitalization requirements; valuing all personal property in place that is paramount to the ongoing operation of the business contained within the concessions contract; identifying all five safety and environmental deficiencies and providing detail on the cost to cure such deficiencies; performing a fair market value of the real property in place; and conducting investment analyses to determine the financial feasibility of the businesses to be contracted. Subsequently PwC has been appointed to assist the NPS manage many of its concession programs in the National Parks.</p>	
<b>Contract's Relevance to VA Enhanced-Use leasing Program Support:</b>	
<p>This project has similar scope, scale, and complexity to VA's EUL program. It would appear the success of NPSCP is as important to the NPS as the success of VA's EUL program is to be to VA. NPS decided they need to contract with the best resources to ensure achievement of their mission objectives. Clearly PwC ranked as one of those best resources.</p>	

**Consolidated Engineering Services Inc. (CESI) Past Performance**

<b>MicroTech Team Member: CESI</b>	
<b>Contract Title: Fairfax County, VA, Lorton Correctional Complex – Environmental Inspection Services</b>	
<b>Contract Number</b>	GS11P92EGD0022
<b>Client, Firm, or Government Agency</b>	U.S. GSA Land Administration Division
<b>Contract Type</b>	Subcontract
<b>Total Contract Dollar Value</b>	\$2,400,000.00
<b>Contract Award Date</b>	1999
<b>Period of Performance</b>	3.5 years
<b>Customer Point of Contact/Title</b>	W.T. Gregory, PE
<b>Customer Telephone Number/Email Address</b>	[REDACTED]
<b>Customer Address</b>	Heery International

**Scope:**

Consolidated Engineering's Technical Consulting Services group made it possible for GSA to completely remediate the property in accordance with the most stringent clean-up standards and successfully return the property to the community. The property was conveyed with no restrictions on its use in one of the most valuable counties in the United States.

**Contract's Relevance to VA EUL Program Support:**

- *Contaminated Property Turned into New Community* - By investigating and implementing remediation strategies, Consolidated Engineering assisted GSA in bringing this contaminated prison complex back to acceptable standards for residential use in a much shorter time than would normally be expected.
- *Reconstruction of Historical Data* - By conducting interviews and researching the District of Columbia Department of Corrections archives, Consolidated Engineering's Technical Consulting Services group was able to detail the various sources and nature of contamination making it possible to create a scope of work for remediation.
- *Continuous Operations* - By injecting Oxygen Release Compound (ORC), a non-intrusive, non-aggressive and no maintenance chemical, into 35 areas that were contaminated with gasoline and diesel fuel, one of the prison facilities was able to continue operations without interruptions or compromising the security of the inmates.
- *Property Restoration* - Upon completion of recommended remedial actions to restore the property to its original condition, approximately 200,000 tons of hazardous and non-hazardous contaminated soil was properly characterized and manifested for off-site disposal. All remediation efforts were conducted under a voluntary remediation effort and a memorandum of understanding between federal agencies and local regulatory officials.
- *Compliance with Strictest Guidelines* - During closure of the complex, thousands of drums of unused chemicals were consolidated, characterized, and disposed. Furthermore, over 35 regulated USTs and ASTs were closed and removed, more than 20 underwent subsurface investigations for petroleum releases, and two required corrective action.



Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

**ONIX, Inc. Past Performance**

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

**APEX, Inc. Past Performance**

<b>MicroTech Team Member: APEX Inc.</b>	
<b>Contract Title: Business Operations Improvements</b>	
<b>Contract Number</b>	N00140-03-P-4434
<b>Client, Firm, or Government Agency</b>	Commander Naval Reserve
<b>Contract Type</b>	MOBIS
<b>Total Contract Dollar Value</b>	\$750,000.00 Approximate
<b>Contract Award Date</b>	Various
<b>Period of Performance</b>	1998 -2004
<b>Customer Point of Contact/Title</b>	Vice Admiral John B Totushek (Ret), Commander Naval Reserve Forces
<b>Customer Telephone Number/Email Address</b>	Phone: [REDACTED] Mobile: [REDACTED] Fax: 202-783-6602 [REDACTED]@staubach.com
<b>Customer Address</b>	Commander Naval Reserve Forces, 4400 Dauphine, New Orleans, LA.
<b>Scope:</b>	
<p>APEX Inc. provided consulting support to the Executive Steering Committee (ESC) in improving the leadership and management system for the Naval Reserve Force which allowed the Force to accomplish their mission more effectively. The focus allowed the ESC the opportunity to define and implement a series of programs that created effective alignment of the whole organization.</p> <p>These services provided include: Performance Foundation™ a base line interactive assessment to understand the organization as a system, including definitions of Products and Services, Customers, Competitors, Value Creation Processes, Support Processes, Suppliers, and the Employee base, Strategic Planning, Process mapping, Development of a measurement system for the ESC, Refining approaches for large group intervention, to enhance and manage problem solving efforts across a large organization, Consultation on refining membership on the ESC, evolving the agenda process and adding management review of results, and chartering activities for continuous improvement, Developing an organizational self-assessment, applying for the Louisiana Performance Excellence Award, managing the site visit process, briefing the ESC on the application feedback report and using the feedback as input for the next cycle of strategic planning.</p>	
<b>Contract's Relevance to VA Enhanced-Use Leasing Program Support:</b>	
<p>APEX Inc.'s role on this contract is to provide a variety of program management support services including the development of program and project management processes and procedures, development, implementation and training in ISO 9000 procedures, development of service levels to track and improve delivery of services to Army customers, development of program financial planning processes and development of acquisition improvement processes.</p> <p>Apex Inc. is currently working with several Army agencies in developing approaches to effective management of programs, projects, and the measurement and associated progress reporting. Apex Inc. is responsible for providing expertise and experience with both governmental and private sector best practices; then using that expertise to create an effective operational approach to the organizations service delivery.</p>	

## APPENDIX C—RESUMES

The following resumes of representative personnel proposed by the MicroTech Team to support West L.A. reflect pertinent experience of individual Team members and work assignments.

### **Executive Director**

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#### ***Anthony R. Jimenez***

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- 24 Years Professional Experience
- 12 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: M.A. Computers and Information Systems – Webster University; M.S. Acquisition Management – Florida Tech; B.S. Management – Saint Mary's University
- Certifications: Certified as Senior Program Management - Level III (Defense Acquisition University)
- Certified as Senior IT/Computer Resources Professional - Level III (Defense Acquisition University)
- Certified as Senior Contract Manager - Level III (Defense Acquisition University)
- Certified in Architect-Engineer Services Contracting and Construction Contracting (Defense Acquisition University)

#### **Experience Summary (Knowledge)**

Mr. Jimenez brings over 25 years of knowledge and experience in Program Management, Government Contracting, and Information Technology and has successfully led large and complex programs comprised of government and prime contractor Teams ranging from the Army Enterprise IT Transformation initiative (a \$1 Billion effort) to the Army-wide Business Case analysis that executed best business and governance practices for DoD Military and Civilians using IT network systems worldwide. Mr. Jimenez serves as President and Chief Executive Officer of MicroTech, LLC. A Service-Disabled Veteran Owned Small Business that provides on demand support and end-to-end IT and engineering solutions and services to any government situation.

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

Mr. Jimenez's extensive skill sets encompass:

- Director, Army Acquisition Realignment, redefined organizations and processes, and developed responsive and complex solutions impacting 40,000 acquisition workforce members overseeing \$40 billion annually
- Director of Contracting managed a \$225 million procurement effort for supplies, services, construction, and information systems in support of Central Command forces assigned to the Persian Gulf
- Provided construction management oversight. Managed contractors/engineers/architects and coordinated project cost, staffing, and scheduling
- Prepared project reports and conducted oversight of plans and contract specifications
- Senior Army Acquisition Official, developed relationships with all military services, DoD and federal agencies within the acquisition community, which led to the resolution of key issues affecting acquisition policy, system supportability, organizational productivity, recapitalization, and acquisition reform

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

- Board Select Program Manager and Program Director, managed several large DoD programs with values over \$1 Billion
- Managed the introduction and application of business process improvements, automation, and Industry/Government best practices to arrive at projected staffing levels during the optimization stage, and then introduce and manage gain-sharing activities in transformation stage

**Partner/Principal**

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***Anatolij Kushnir, Esq.***

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- 30 Years Professional Experience
- 15 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: J.D. Law, University of Iowa; B.A. University of Illinois, Chicago
- Certifications: Member of the Bar: District of Columbia, Iowa, Maryland; Licensed Real Estate Professional, Maryland

**Experience Summary (Knowledge)**

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

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

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

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

**Partner/Principal**

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*Timothy C. Hutchens, Esq.*

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- 22 Years Professional Experience
- 5 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: J.D. Law - University of Chicago; B.S. Economics – Johns Hopkins University
- Certifications: Licensed Real Estate Professional in Virginia and Washington, DC; Member of the Bar of the State of Illinois and the District of Columbia

**Experience Summary (Knowledge)**

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

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

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

- Represented the developer in the Enhanced-Use co-location projects in Atlanta and Milwaukee; prepared many of the documents used in such transactions
- Extensive experience in structuring federal leases "scored" as operating leases under OMB guidelines
- Served as the Team leader providing real estate advisory and transaction services to the FDIC over the past 5 years
- Assisted in the structuring of an Enhanced-Use Lease like program by the Department of Energy and the implementation of the first successful project at Oak Ridge National Laboratory

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**RESUMES OF THE TASK ORDER MANAGEMENT TEAM**

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The following resumes of representative personnel proposed by the MicroTech Team to support West L.A. reflect pertinent experience of individual Team members and work assignments.

**Program Manager**

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*Brian P. Murphy*

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- 24 Years Professional Experience
- 6 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: B.A. Philosophy - Santa Clara University
- Certifications: Licensed Real Estate Professional: Virginia, District of Columbia

### **Experience Summary (Knowledge)**

Mr. Murphy will serve as the project manager for the West L.A. site. Mr. Murphy has more than 24 years of experience in representing both Public Sector and Corporate clients; he is responsible for delivering integrated account management services to his clients including components such as strategic planning, portfolio and transaction management, project and construction management, facilities management, lease administration and relocation services. Mr. Murphy has represented such corporate clients as Walt Disney Company, ABC News, SAP America, Eastman Kodak Company, Raytheon, Rockwell International, Boeing, General Dynamics, MCI Telecommunications, Mobil Oil, Starpower, L-3 Analytics, and also serves as National Account Manager for United States Postal Service, U.S. Department of State, and the F.D.I.C. He has represented the U.S. Postal Service in real estate acquisitions, dispositions, valuations, and project management assignments.

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

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

- Has served as U.S. Postal Service's project manager in rezoning, designing, and entitling a 9 Million square foot development site on the waterfront in Boston and a 1.1 acre site in downtown San Francisco
- Managed a multi-year assignment with responsibility to oversee the entitlement process which will allow Postal to realize the greatest value of the property from potential purchasers, tenants, joint venture partners, etc. while retaining the ability to negotiate from a position of strength. It should be noted that the site in San Francisco has completed the entitlement and rezoning process and is under contract to a national multi-family residential developer who will construct a 675,000 square foot project in 2005

### **Project Manager Associate**

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*Michael H. Flinn, Ph.D.*

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- 23 Years Professional Experience
- 15 Years Relevant Experience to the EUL Program
- Education: Ph.D. Biological Oceanography—Texas A&M University, M.S. Environmental Management—University of Texas at San Antonio, B.S. Biology—Virginia Military Institute

### **Experience Summary (Knowledge)**

Dr. Flinn will serve as the Task Order Manager for the West L.A. site. Dr. Flinn has more than 23 years of experience in providing environmental analysis and remediation services. He is responsible for effectively managing the West L.A. Task Order projects by being responsible for deliverables; managing the subcontractor relationships for those subcontractors participating in the West L.A. project; and ensuring that all deliverables are completed within the timeframe established.

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

- has experience supervising and mentoring staff, updating Base Realignment and Closure (BRAC) Cleanup Plans (BCPs), and supervising BCP updates for the DoD
- has developed criteria and database for updating and managing future BCPs
- has managed staff efforts to prepare BRAC Closeout Plans (BCP II) and Land Use Control/Institutional Control (LUC/IC) Plans for Wurtsmith and Mather Air Force Bases (AFBs)

Proposal to provide Technical, Financial, Legal Assistance and Support for Enhanced-Use Leasing Projects at the West L.A. site as requested in Task Order 2 of Contract Number V101(93)P-2174

- provided quality assurance (QA) oversight of direct push and low-flow groundwater monitoring activities at Grissom AFB, IN
- provided technical support to the Defense Energy Support Center (DESC) and Iraq rebuilding efforts
- tracked funding, approved timesheets, and supported senior management as needed

## Counsel

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### *Michael R. Simmons, Esq.*

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- 30 Years Professional Experience
- 14 Years Experience Relevant to VA's Enhanced-Use Leasing Program
- Education: J.D. Law -University of Baltimore; B.A. Business Administration - University of Maryland
- Certifications: Member of the Bar: State of Maryland, District of Columbia

### Experience Summary (Knowledge)

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

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

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

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

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## Master Planner

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### *Mary Ann Lasch*

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- 25 Years Professional Experience
- 15 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: Master of Landscape Architecture, Harvard University Graduate School of Design; Bachelor of Science in Landscape Architecture, University of Wisconsin, College of Agriculture; Organizational Development Certificate, Georgetown University, 1998
- Certifications: Registered Landscape Architect—CLARB, State of Michigan, State of Ohio; Fellow, American Society of Landscape Architects

#### Experience Summary (Knowledge)

Mary Ann Lasch, FASLA is both an accomplished landscape architect with experience in design, planning, project management, and environmental advocacy; and an organization development consultant with expertise in process facilitation, change management, and strategic planning.

Mary Ann has more than twenty-five years of experience in urban planning and development. Her career includes work for consulting firms, real estate developers, national planning agencies, and major corporations. This experience allows her to understand and work planning issues from all sides. Mary Ann establishes clear, realistic planning strategies for planning and real estate development projects worldwide. She then creates the land use plans and regulations, master plans, guidebooks, and implementation programs to ensure that development and conservation strategies can be implemented. Mary Ann's organization development skills help project teams, community groups and public agencies work together to identify and achieve their common goals.

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

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

- Department of Veterans Affairs, Enhanced Use Assessment for National Portfolio, Washington, DC. 150 locations evaluated, Land use plans developed for 20 campuses
- GSA, Office of the Chief Architect, Washington, DC, developed Site Selection Guide, 146 pp, and Project Planning Guide, 153 pp. Site Security Guidebook, currently under development
- Provided urban design, site and building design for U.S. Department of Homeland Security, FEMA Risk Management Series #430, Guidance against Potential Terrorist Attack for National Distribution
- Developed Site Feasibility Study for the National Air and Space Museum Extension, Smithsonian Institution Washington, D.C.
- Completed a feasibility study for GSA Region 3, U.S. District Federal Courthouse Harrisburg, PA
- Completed the IRS Headquarters Renovation Feasibility Study, Washington, DC, Project Manager

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## Master Planner

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### *Paul Moyer*

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- 17 Years Experience
- 8 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: B.A. Urban Planning - University of Cincinnati
- Certifications: American Institute of Certified Planners



### **Experience Summary (Knowledge)**

Mr. Moyer's knowledge base is focused on architectural planning:

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

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

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

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

### **Program Manager Associate**

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#### ***Daniel J. Cleary III***

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- 35 Years Professional Experience
- 15 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: M.S. Logistics Management – Florida Institute of Technology; M.S. National Defense Strategies – National Defense University; M.A. General Studies – Loyola College; B.S. Business Management – Virginia Polytechnic Institute & State University
- Certifications: Rochester Institute of Technology Spirit of Innovation Award Judge; Malcolm Baldrige National Quality Award Board of Examiners; VHA Kizer Quality Achievement Award Board of Examiners

### **Experience Summary (Knowledge)**

Mr. Cleary's knowledge and experience include:

Owner of a Service-Disabled Veteran-Owned Small Business that provides organizational-wide performance management and improvement products and services to include recognized "Best Business Practices" in Integrated Strategic Planning, Organizational Measurements, Process Mapping/Management, and Customer Management. Mr. Cleary brings an optimum blend of government and commercial experience and expertise in achieving significant improvements in operational, strategic, and financial performance, and customer satisfaction. His government clients have won ten Baldrige-based State Quality Awards for performance management with verified significant improvements in customer and employee satisfaction, cost reduction, efficiency, effectiveness and training management.

He has successfully led government wide performance improvement efforts for the Vice President of the United States as well as DCMA, DLA, DOD, SMDC and DA. He provides the executive leadership and employees the responsive management solutions to align, synchronize and integrate their organization's IT, customers, plans, processes and systems to achieve their goals and objectives.

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

Mr. Cleary's skills relevant to the EUL Program focus on:

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

#### **Community Planner**

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##### ***Barry Moore, FAIA***

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- 35 Years Professional Experience
- 15 Years Relevant Experience to VA's Enhanced-Use Leasing Program
- Education: Master of Architecture, University of California at Berkeley; Bachelor of Architecture, University of Pennsylvania; Bachelor of Arts, History, Rice University
- Certifications: Fellow, AIA; Registered Architect; Past President, Greater Houston Preservation Alliance

#### **Experience Summary (Knowledge)**

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

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

### ***Renovation/Restoration Experience***

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

### ***Government Experience***

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

## CARES Contracts and Reports

Request 2: Contracts / modifications to develop capital plans, or re-use plans for the West LA VAMC

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11. Comprehensive Reuse Study Task Order Number 3 (May 9, 2005), *attachment C – cares decision*

## CARES DECISIONS FOR VISN 22

### *CARES Commission Recommendation*

#### 1 New Hospital – VA/DoD Sharing *Las Vegas*

- 1 The Commission recommends that VA continue the joint venture with the Michael O’Callaghan Federal Hospital at Nellis AFB in Las Vegas for inpatient beds and that the partnership be expanded to meet VA’s increased need for acute care services. This partnership allows for shared services that support inpatient beds and will reduce redundancies and be more cost-efficient than operating two separate hospital facilities.
- 2 The Commission recommends that VA provide a collocated multi-specialty outpatient clinic and nursing home care unit in the Las Vegas area.
- 3 The Commission recommends that, given the uniqueness of the Las Vegas situation and the increased need for VA inpatient care in southern Nevada, if DoD cannot continue the partnership by fulfilling the medical needs of veterans, the VA should exercise the option of constructing a new VA hospital in Las Vegas, as recommended in the DNCP.

### *Secretary’s Decision*

#### 1 New Hospital – VA/DoD Sharing *Las Vegas*

The Nevada market is experiencing rapid growth in demand for VA health care and the need for additional services for Las Vegas area veterans is urgent. Currently, VA is treating Las Vegas veterans in community-based clinics located throughout the city, fragmenting care across ten sites. Compounding the problem are referral patterns that require many Las Vegas area veterans to travel long distances to Los Angeles and San Diego for a range of inpatient procedures and at added expense to the Department. VA will move forward to develop a VA medical center campus that will include multi-specialty outpatient, nursing home, and inpatient services to care for the rapidly growing Las Vegas veteran population.

## SECRETARY'S CARES DECISION

VA will begin planning for the new Las Vegas facility by developing a Master Plan for a new medical center campus. The Master Plan will include careful consideration of the size and location of the campus as well as a cost-effectiveness analysis to ensure VA maximizes use of its resources. VA will develop plans for the size of the nursing home using its long-term care and mental health strategic plans, and will explore the opportunity to collaborate with the University of Nevada as it plans for the new facility.

VA will continue to pursue sharing opportunities with DoD at the Michael O'Callaghan Federal Hospital at Nellis AFB. This has been a successful collaboration and VA will work closely with DoD to ensure continued sharing.

This significant expansion of services to Las Vegas veterans will greatly improve the quality and coordination of care in an area that is experiencing rapid growth. As VA plans for development of the new facility in Las Vegas, it will consider what other ancillary facilities are necessary to support the new medical center campus allowing potential for additional DoD sharing.

VA will continue to work closely with its stakeholders to ensure that development and implementation of the Master Plan are managed effectively. While this transition is expected to take place over several years, VA will complete the Master Plan by the end of 2004 (*Reference – VADoD Sharing, Long-Term Care: Crosscutting*).

### *CARES Commission Recommendation*

: Realignment/Consolidation of Services Due to Proximity  
*West LA and Long Beach VAMCs*

The Commission concurs with the DNCP proposal to maintain existing facilities at the Long Beach and West LA campuses, and to integrate services where appropriate.

### *Secretary's Decision*

: Realignment/Consolidation of Services Due to Proximity  
*West LA and Long Beach VAMCs*

VA will maintain the Long Beach and West LA campuses as separate tertiary care facilities, but will continue to consolidate administrative and clinical services between both facilities as recommended in the DNCP.

*CARES Commission Recommendation*

**III Inpatient Care**

The Commission concurs with the DNCP proposal to address the need for additional inpatient medicine beds in the California market through the conversion and renovation of existing space and to use contracted services to meet demand during peak periods.

*Secretary's Decision*

**III Inpatient Care**

VA will meet increased demand for inpatient care through new construction, by converting and renovating existing space, and by using existing authorities and policies to contract for care where necessary (*Reference – Contracting for Care: Crosscutting*).

*CARES Commission Recommendation*

**III Outpatient Care**

- The Commission concurs with the DNCP proposal to address capacity gaps through new construction, shifting workload, and expansion of services.
- The Commission recommends that the Secretary and USH utilize their authority to establish new CBOCs within the VHA medical appropriations without regard to the three priority groups for CBOCs outlined in the DNCP.

*Secretary's Decision*

**III Outpatient Care**

VA will meet anticipated gaps in outpatient care through new construction for additional space, shifting workload between facilities, expansion of services, and use of existing authorities and policies to provide contract care where necessary. VA will consider addition of new CBOCs through the National CBOC Approval Process (*Reference – Contracting for Care: Crosscutting*).

*CARES Commission Recommendation*

22 Special Disability Programs

- 1 The Commission concurs with the DNCP proposal to establish a new blind rehabilitation center on the Long Beach campus.
- 2 The Commission concurs with the DNCP proposals for Long Beach to realign 30 beds from acute spinal cord injury and disorders (SCI/D) to long-term SCI/D. The Commission recommends that VA conduct an assessment of acute and long-term bed needs for SCI centers to provide the proper balance of beds to better serve veterans and reduce waiting times.

*Secretary's Decision*

22 Special Disability Programs

As part of the implementation process, VA will validate the number of SCI/D beds to ensure the appropriate need for and distribution between acute and long-term beds. Validation also will consider referral patterns as well as location and inter-VISN collaboration as appropriate. Implementation plans for SCI services at the Long Beach VAMC will be included in the FY 2005 VISN strategic planning submission.

VA will include plans to develop a new 24-bed blind rehabilitation center on the Long Beach campus in the FY 2005 VISN strategic planning submission (*Reference – Special Disability Programs: Crosscutting*).

*CARES Commission Recommendation*

23 Infrastructure and Life Safety

The Commission recommends that patient safety be the highest priority for VA CARES funding. VA should seek the appropriation of necessary funding to correct documented seismic/life safety deficiencies as soon as possible.

*Secretary's Decision*

23 Infrastructure and Life Safety

VA will improve patient and employee safety by correcting seismic and life safety deficiencies at the West LA, Long Beach, and San Diego facilities (*Reference – Patient and Life Safety: Crosscutting*).



*CARES Commission Recommendation*

VII Excess Land Use  
*West LA Campus*

- The Commission concurs with the DNCP proposal for the Network Land Use Planning Committee to address the use of VA land, especially the property on the West LA campus, with stakeholder input. The Commission recommends, however, that the committee be augmented with the addition of stakeholder representation on the committee in an advisory capacity.
- The Commission concurs with the DNCP proposal for construction of a new clinical addition to consolidate clinical services.
- The Commission recommends that any study involving excess or surplus property should consider all options for divestiture, including outright sale, transfer to another public entity, and a reformed enhanced use leasing process. VA should also consider using vacant space to provide supportive services to homeless veterans.

*Secretary's Decision*

VI Excess Land Use  
*West LA Campus*

Spread across 387 acres in an urban neighborhood, the West LA campus is a unique resource and it is important that VA preserve the integrity of the land originally granted for use as an Old Soldiers home. VA is committed to maintaining the property for uses that serve to enhance the Department's mission.

To ensure that VA has a clear framework for managing the vacant and underused property at the West LA campus, VA will develop a Master Plan for the campus in collaboration with stakeholders who will have input into the plan's development.

The Master Plan will be completed by the end of 2004 (*Reference – Excess VA Property: Crosscutting*).

*CARES Commission Recommendation*

400 Long-Term Care/Facility Condition

1. The Commission concurs with the DNCP proposal for upgrading existing long-term care and chronic psychiatric care units recognizing that some renovations are needed to improve the safety and maintenance of the facilities' infrastructure and to modernize patient areas.
2. The Commission recommends that VA provide for nursing home care, collocated with a multi-specialty outpatient clinic, in the Las Vegas area.
3. The Commission recommends that prior to taking any action to reconfigure or expand long-term care capacity or replace existing long-term care facilities, VA should develop a long-term care strategic plan. This plan should be based on well-articulated policies, address access to services, and integrate planning for the long-term care of the seriously mentally ill.

*Secretary's Decision*

400 Long-Term Care/Facility Condition

VA will develop a long-term care strategic plan based on well-articulated policies. Until VA completes a long-term care strategic plan, it will only proceed with maintenance and life safety projects at existing long-term care facilities that are necessary to ensure the quality and safety of patient care (*Reference – Long-Term Care: Crosscutting*).

*CARES Commission Recommendation*

400 Research

The Commission concurs with the DNCP proposal for new research facilities at Loma Linda, San Diego, and West LA locations.

*Secretary's Decision*

## • Research

VA will explore opportunities to develop new research facilities at the Loma Linda, San Diego, and West LA campuses that are consistent with its patient care mission.

*CARES Commission Recommendation*

## • VA/DoD Sharing and Other Collaborations

- The Commission recommends that VA/DoD collaboration should be a major consideration in addressing health care needs in a local area.

The Commission concurs with collocating the VBA office to West LA campus and providing VBA space in the proposed outpatient clinic in Las Vegas, NV.

The Commission concurs with collocating an NCA columbarium on 20 acres of the West LA campus.

*Secretary's Decision*

## • VA/DoD Sharing and Other Collaborations

VA will continue to pursue sharing with the Air Force at Nellis Air Force Base as stated in discussion of the proposal for a new medical center campus in Las Vegas. VA also will pursue other sharing opportunities with DoD in VISN 22 (*Reference – VA/DoD Sharing*).

VA will explore the feasibility of collocating the VBA Regional Office at the West LA VAMC. VA will also plan to collocate VBA space in the new medical center campus planned for Las Vegas, NV. These collaborations will not only improve access to services, but will redirect savings from rental costs into claims processing, vocational rehabilitation and employment, education, loan guaranty, and other VBA priorities. VBA will develop collocation feasibility studies for these collaborations by September 2004.

VA will collocate an NCA columbarium on 20 acres of available land at the West LA campus and pursue additional opportunities for expanding the NCA presence on the West LA campus. VA will develop a plan for this collocation by September 2004 (*Reference – OneVA Collaborations: Crosscutting*).