

Government Asset Management and Privatization Services



BBP LLC is considered one of the leading real estate development consulting firms nationwide. Often considered a "niche" firm, we work primarily for public-sector entities (development authorities, local EDCs, cities, counties, transit agencies, state and federal agencies and universities) and specialize in structuring and implementing complex, public/private development projects to accomplish specific public-sector asset management and privatization objectives.

Projects located below include those managed and/or completed by senior BBP LLC staff, including assignments by Basile and Prost when they were Principals and senior technical staff at other consulting firms.



STATE AND LOCAL GOVERNMENT ASSET MANAGEMENT INITIATIVES

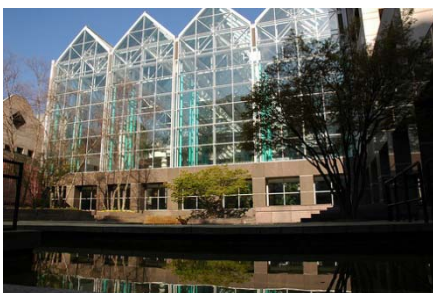
State/local asset management initiatives include government center complexes, courthouses and enhancement of state institutional assets (schools, transit facilities, water resources). Many of these accomplishments have been attained through "asset bartering" and other creative techniques to spur private funding of public construction projects.

In addition to these projects, revenue generation has occurred from a host of other types of real estate endeavors involving public lands/assets. See BBP LLC's "Development Packaging Services" and "Industrial/Incubator Development Services."



Annapolis, MD: *Hotel/Conference Center:* Performed a feasibility study for a conference/hotel facility targeting private-sector, government and institutional leadership and business management development and training. Comparable executive conference center/hotel facilities across the U.S. were identified and studied as to programmatic features, rates, room-night demand/occupancy cycles year round and amenities.

Arlington, VA: *Arlington County Courthouse:* Guided private financing and construction of a new courthouse on a portion of a County-owned site in exchange for the right to develop certain private sector projects on other portions of the site located adjacent to the Courthouse Metro Station on the Orange Line in Arlington; officials retrofitted the buildings with a "green roof" to promote reduced stormwater runoff and to mitigate urban "heat island" impacts.



Atlanta, GA: *Fulton County Government Center:* Determined the feasibility of developing a major government complex at a downtown location in Atlanta; used an approach that involved private development of County facilities through a sale-leaseback; represented the County in negotiating financial arrangements and space use precedent to construction with the General Services Administration, the State of Georgia General Services Administration, the State of Georgia, the City of Atlanta and MARTA.

Baltimore, MD: *Sheppard Pratt:* Conducted a land utilization study of key economic and financial aspects of the former medical facility's unique physical and locational attributes; the land utilization strategy was adopted by the Board and phased land disposition commenced with initial sales to Towson State University.

Beaufort County, SC: *Transfer of Development Rights Program:* Designed a transfer of development rights (TDR) program to mitigate the risk associated with Marine Corps Air Station Beaufort operation by promoting voluntary reduction of density surrounding the Air Station. Work included conducting market analyses to determine an appropriate sales price for TDRs, developing program specifics, writing program ordinances and creating a brochure to market the program to area residents and interested developers.

Boston, MA: *South Station:* Guided an \$80M public-private partnership to restore and rehabilitate the historic South Station, one of the busiest US railroad stations, so that the revenues from privately-leased spaces serve to fund transit improvements and maintenance costs.

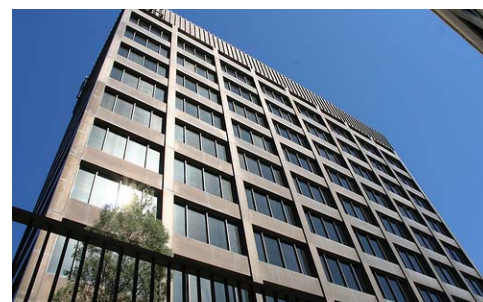
Fairfax, VA: *Fairfax County Government Center:* Guided construction of a 900,000 SF government complex built with private funds after negotiating a swap of pre-planned, pre-approved County land with a private developer who built a residential/commercial development in the remaining portion of the site.

Falls Church, VA: *Northern Virginia Graduate Center:* Guided construction of a 105,000 SF brick and glass building with a fiber optic backbone and a downlink capability to serve classrooms jointly operated by the University of Virginia and Virginia Tech on city-owned land next to the West Falls Church Metro Station.

Florence, KY: *Government Center:* Investigated the feasibility of developing a multi-use government center on a 44-acre tract of City-owned property in downtown Florence by means of a public-private partnership; assisted the City to secure over \$3M in State Department of Transportation funding for road construction and right-of-way acquisition to support development.

Greenville, SC: *Privately-Funded City Hall:* Provided economic and financial analyses as part of a multi-disciplinary team effort to advise the City on the potential for private sector funding of city administrative space in a downtown mixed-use project.

Harford County, MD: *HEAT Center:* Provided financial and real estate advice and guidance for the sale of a 152-acre MDTA parcel. Conducted a pro forma analysis to test cash flows under different disposition options. Initial portions of the site have been successfully developed as a Higher Education and Applied Training (HEAT) Center and high technology business park.





Herndon, VA: Municipal Center: Devised an innovative public/private approach to minimize the impact of the project on the local tax rate, return excess public property to the private sector, allow the Town to use available debt capacity for other needed public improvements and eliminate the need for direct capital by Town taxpayers; approach involved a “swap” of Town-owned land with a designated private developer in exchange for private funding of new Town administrative space, and since the value of the Town-owned land was not as great, the approach ultimately involved a swap plus a reduced-rate lease between the Town and the private developer.



New Haven, CT: New Haven City Hall: Negotiated an agreement with a team of private developers through a sale/leaseback arrangement in which the existing façade of the City Hall was retained while the remainder of the building was replaced with a new 476,000 SF office building.

Park City, UT: Recreation & Lodging Development: Conducted a study to determine the development feasibility of a privately funded lodging, recreation and conference facility on a 27-acre property in Park City owned by the United States Air Force. The feasibility study has been to solicit developers, lodging managers and property owners in developing the lodging and recreation and conference facility.



Philadelphia, PA: Naval Hospital Reutilization: As a part of a multi-disciplinary team, devised a strategy for redevelopment of the Philadelphia Naval Hospital and associated property in partnership with the private sector development community. Conducted site investigations and analyzed market potential for a wide range of commercial and residential uses at the hospital site. Conducted financial analyses of alternative levels of involvement to assist the Navy with determining the most appropriate public-private development.

Sacramento, CA: Joint Development Program: Formulated a policies and procedures manual for CALTRANS, the California Transportation Commission, used to implement over 300 lease agreements generating over \$17M in annual land lease revenue to the State.

San Antonio, TX: Brooks City-Base Financial and Business Development: Created a 10-year financial and funding plan for the Brooks Development Authority (BDA) that involved a multi-year analysis of all operating cash flows, capital plans and investments, and identified new funding sources from private revenue. This resulted in a series of recommendations to the BDA for a new business development plan that enables financial sustainability and growth.



State of Kansas: Federal Reservoir Economic Study: Assessed the market potential at eight US Army of Corps of Engineers water reservoir lakes across Kansas where the state has leasehold interests in order to cause economic redevelopment in the surrounding communities.



State of New York: Metropolitan Transportation Agency: Evaluated joint development potential at all suburban commuter rail stations, prepared developer prospectuses and assisted the MTA in its developer solicitation and selection process at three station areas.

Sunnyvale, CA: Onizuka Air Force Base Reuse Study: As part of a multi-disciplinary team, prepared a conceptual design and business plan for the reuse of an 18 acre Air Force base. Completed a market analysis, evaluated the existing structures on the site, developed alternative redevelopment scenarios, projected infrastructure needs and costs, and completed financial feasibility analysis.

Trenton, NJ: NJ Transit System: Assisted the state in evaluating joint development potential at all commuter rail stations and undertook detailed evaluations at the Princeton Junction, Trenton, Elizabeth and South Amboy Rail Stations, and packaged major office and residential developments at two stations.

Troy, NY: Troy City Hall Redevelopment Plan: Evaluated potential reuse options for the Troy City Hall site. The City of Troy has decided to relocate its City Hall. BBP led the private sector developer project solicitation process which included a Request for Qualifications.

Washington, DC: Asset Management Program: Provided on-call asset management advice to the Housing and Community Development Department on all real estate development matters that involved assets owned or controlled by the District of Columbia.

Washington, DC, MD and VA: WMATA: Conducted detailed individual joint development, market, strategic planning, land use, and financial feasibility evaluations for WMATA, local jurisdictions and private developers at 52 Metro stations in the District of Columbia, Virginia and Maryland; WMATA enjoys the largest rate of joint development in the US.

FEDERAL GOVERNMENT INITIATIVES

A number of “firsts” in federal government privatization programs have occurred, including:

Bayonne, NJ: No-Cost Economic Development Strategy: Provided real estate development guidance and completed successful No-Cost Economic Development Conveyance (EDC) Application for more than 600 acres of Department of the Army property strategically located across the river from Manhattan.

Ellsworth Air Force Base, SD: Master Planning Study: Developed a Master Plan guiding the growth, development and land use for a 64 square-mile study area encompassing Ellsworth Air Force Base, and including segments of four surrounding jurisdictions and the Interstate 90 corridor.





The plan included analysis and recommendations for the area's transportation systems, utilities, as well as residential, commercial and industrial development.

Fort Meade, MD: *Sell & Replace Initiative Strategy:* Development of an innovative plan to convert five underutilized Army parcels totaling 200 acres, in joint action with the County, into a 1,000-unit adult services community. The County rezoned the 200-acre site to permit this type of residential development community to be built.

Great Falls, MT: *Central Montana Defense Alliance, Mission Competitive Analysis:* Identified opportunities that effectively "cross pollinated" the current and future missions at Malmstrom Air Force Base and the regional strengths. By executing our scope, the Project Team assessed and ranked the mission opportunities and prepared an implementation strategy for the Great Falls Area Chamber of Commerce.

Louisville, KY: *Greater Louisville Technology Park:* Led a 10-firm team which privatized-in-place a Navy activity that involved commitments for over 1.3M SF of industrial-related space and precedent-setting environmental standards.



Tooele, UT: *Utah Industrial Depot:* Guided securing a no-cost EDC and then causing private reuse of 1,700 acres of the Tooele Army Depot (TEAD); negotiated the sale of a 375,000 SF plant at the site to a subsidiary of the Penske Company and accompanied the first Army transfer of unremediated CERCLA (Superfund).

BASE REALIGNMENT CLOSURE (BRAC)

Several real estate projects have been guided to fruition that were initiated as a result of downsizing of operations by Defense Department entities under the Base Realignment and Closure (BRAC) actions nationwide. Selected examples include:

Annapolis, MD: *David Taylor Naval Research Center:* Led a large multi-disciplinary team which prepared a base reuse plan for this 24-acre property located on the Severn River across from historic Annapolis which formerly employed 1,400 highly paid R&D professionals involved in submarine equipment and silencing techniques; included the corporate headquarters for Telecommunication Systems, Inc., a waterfront inn, commercial office and support retail and recreation, all overlooking the mouth of the Severn River.



Battle Creek, MI: *Fort Custer Army Base Reuse:* Prepared and implemented an industrial development strategy to induce Battle Creek manufacturing companies to move from obsolete plants around town to the Fort Custer Industrial Park (formerly known as Fort Custer) rather than relocating to southern states; additional funds were raised to create a revolving loan fund to further assist in industrial retention/relocation strategies.

Fairbanks, AK: *Community-wide:* Provided an overall strategy and detailed action/implementation plan to diversify the job base for a region too dependent on the public sector after BRAC decisions were made regarding the two military installations located near the communities of Fairbanks and North Pole, Alaska; 50 strategies were recommended to diversify the existing employment base, including the development and implementation of a business accelerator to facilitate technology transfer from the University of Alaska Fairbanks.



Kansas City, MO: *Bannister Federal Complex:* Provided redevelopment strategies designed to cause reuse of a soon-to-be-vacated federal property of 5M SF that formerly was an aircraft manufacturing plant now situated in an area experiencing declining demographics.



Louisville, KY: *Greater Louisville Technology Park:* Led a 10-firm team which privatized-in-place a Navy activity that involved commitments for over 1.3M SF of industrial-related space and precedent-setting environmental standards.

Lowcountry Region, SC: *Economic Diversification Strategy and Plan:* Provided an overall strategy and detailed action/implementation plan for economic diversification after BRAC decisions to attract jobs paying at least the state weekly average to the Lowcountry region; developed strategies to decrease the Region's economic dependence on the Beaufort area military installations, including Marine Corps Air Station (MCAS) Beaufort, Parris Island MCRD and Beaufort Naval Hospital.



New Haven, CT: *Libby Base Reserve (BRAC) Study:* Identified target market uses of the site and developed a diversification plan. Also reviewed the Notices of Interest (NOIs) submitted by homeless advocates and others seeking a public benefit conveyance. The results of this analysis formed the basis of the Homeless Assistance Submission and Redevelopment Plan required by HUD and DOD.

Rock Island, IL: *BRAC –Related CEDS Update (Bi-State):* Prepared an update of the Bi-State Region's (Quad Cities, IL/IA) comprehensive economic development strategy in the context of regional impacts associated with the displacement of 1,500 civilian jobs at the Rock Island Arsenal. The study examined the broad range of economic development resources in the Bi-State area that can mitigate the impacts of BRAC-related activities at the Arsenal.



Rock Island, IL: *Business Assistant Program (Bi-State):* Prepared high-probability strategies geared to expanding employment opportunities for BRAC displaced workers at the Rock Island Arsenal. The objective of the study was to assess the capacity of the Quad Cities MSA to absorb highly skilled civilian employees into the local economy, and to otherwise help to ensure that the intellectual capacity represented in this group is retained.

Sault St. Marie, MI: *Kincheloe Air Force Base Reuse:* Guided Chippewa County's creation of an economic development corporation to manage and develop what is today the Chippewa County Airport/Industrial Park after DOD closed Kincheloe Air Force Base; this base conversion effort has been cited nationally as a model for converting closed military bases into civilian use as more than 60% of former military buildings are occupied by 16 industrial manufacturing companies that employ more than 350 people.

Tooele, UT: *Utah Industrial Depot:* Guided private reuse of 1,700 acres of the Tooele Army Depot (TEAD); negotiated the sale of a 375,000 SF plant at the site to a subsidiary of the Penske Company and accompanied the first Army transfer of unremediated CERCLA (Superfund).

Willow Grove, PA: *Economic Development Plan, Homeless Assistance Resubmission and Redevelopment Plan:* Identified target market uses for two outparcel housing areas associated with the NAS JRB Willow Grove base and developed a diversification plan. Also reviewed the Notices of Interest (NOIs) submitted by homeless advocates and others seeking a public benefit conveyance. The results of this analysis formed the basis of the Homeless Assistance Submission required by HUD and DOD.

ENHANCED-USE LEASING

BBP LLC is on the cutting edge of utilizing and implementing Enhanced-Use Lease (EUL) techniques. State and local entities and then federal government agencies, managed and/or completed by senior BBP LLC staff, including assignments by Basile and Prost when they were Principals and senior technical staff at other consulting firms, put into practice the concept of reusing government real property assets through leases with the private sector. Sometimes the lease of non-excess property is for similar use by the private sector and other times it is for other uses supported in the local marketplace.

The practical alternatives provided by Enhanced-Use Leasing also have been assessed when guiding innovative government-sponsored endeavors. Rather than demolish or "excess" property no longer required, and risk loss of property to other public and perhaps even private parties later and without Agency benefits, exchanges, sub-leases and other creative public-private transfer/financing mechanisms to help fund maintenance, repairs and construction have been explored.

Specific experience related to executing Enhanced-Use Lease (EUL) projects for federal government agencies includes:

Cape Cod, MA: *EUL/Economic Diversification Study:* Completed a two-tiered set of services at the former Otis Air National Guard base and the greater 20,000 acre Massachusetts Military Reservation (MMR) to 1) prepare an economic diversification study and enhanced use leasing (EUL) strategy and





2) prepare a fiscal/economic impact study to support funding agreements among remaining base tenants, including the Coast Guard, Air Force Space Command and Commonwealth of Massachusetts.

Cleveland, OH: *Department of Veterans Affairs Project at VAMC:* Assisted the Department of Veterans Affairs (VA) in one of its first EUL efforts at a VA medical center which consolidated two campuses into one central campus in downtown Cleveland; the selected development team used the value of the lease in order to construct needed facilities near the downtown campus.



Lexington, MA: *MIT - Lincoln Laboratory:* Guided development of new university/laboratory facilities for the Massachusetts Institute of Technology under a Section 2667 land lease at Hanscom AFB.

