

# Section 1 – Qualifications and Experience

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The VIRGINIA First Team’s (VA1’s) aggregate qualifications and experience, as presented in this section, clearly demonstrate its ability to deliver the transformation the Virginia Information Technologies Agency (VITA) requires. The members’ past collaborations differentiate it and elevate it above teams formed solely for this contract pursuit. VA1’s key personnel worked on the referenced, or similar, contracts, and VITA will benefit from lessons learned on past performances. VA1 will not use the VITA information technology (IT) transformation as a training program. I VAI is confident of its ability to deliver on its commitments, accomplish the milestones on time and on budget, minimize risk and service disruptions, and be a true partner in sharing VITA’s vision and challenges.

## Section 1.a

### 1. Qualification and Experience

Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the project, the management approach and how each partner and major subcontractor (\$1 million or more) in the structure fits into the overall team. All members of the operator/offeror’s team, including major subcontractors known to the proposer must be identified at the time a proposal is submitted for the Conceptual Stage. Identified team members, including major subcontractors (over \$5 million), may not be substituted or replaced once a project is approved and comprehensive agreement entered into, without the written approval of the Commonwealth. Include the status of the Virginia license of each partner, proposer, contractor, and major subcontractor.

### Prime Contractor, Developer, Owner



Koll Development Company, LLC (KDC) has assembled VA1 to deliver the optimal solution to VITA. Each of the team members has been selected on the merits of its experience in similar technology projects, superior industry expertise, financial strength, history of working relationships, local presence, and ability to deliver best-value economics. Exhibit 1-1, Org Chart, presents the team’s functional structure.

KDC, a Limited Liability Company (LLC) and a national commercial real estate developer, is registered to transact business in the Commonwealth of Virginia.

KDC, as a developer, will secure the project financing, manage the development process of the facilities in Richmond and Wise County, and be responsible for ongoing property management. KDC will bear the financial risk throughout the development process, provide the required completion guarantees, and be responsible for the Commonwealth’s satisfaction with the facilities.

In its roll as a developer, KDC will offer financing scenarios for the project that include tax-exempt bond financing. Under a bond financing scenario, the projects will be owned by either the Virginia Public Building Authority (VPBA) or a public Independent Development Agency (IDA) and leased to the Commonwealth. The VPBA or local IDA would issue bonds (taxable or tax-exempt) and fulfill the role of Lessor/Owner under the Lease. The lease would be subject to annual appropriation by the Commonwealth.

For the purpose of this proposal, KDC has assumed that the Commonwealth will enter into a 15-year or 20-year lease on each facility, with renewable option terms of five years. The leases shall be co-terminus. Several lending institutions are interested in providing financing for these facilities and subject equipment. Section 3 contains the description of VA1’s initial project financing offering and the team’s flexibility in working with VITA to identify the most advantageous plan.

## Information Technology Integrator and Technical Manager



Electronic Data Systems (EDS) was a pioneer in systems integration. With its Eastern Region headquarters in Herndon, Virginia, more than 3,100 employees in the Commonwealth, and annual revenue of \$21.5 billion in 2002, EDS has the experience and resources to deliver the best technology solution to the Commonwealth. EDS has substantial experience and expertise in assisting more than 35,000 business and government clients worldwide to manage their technological and systems integration needs. Adding to this experience, EDS will use the resources of its more than 138,000 employees, including several thousand in Virginia and the Richmond area, to work as an integral member of VA1 and to provide technological solutions and systems integration for this important project.

## General Contractor



DPR Construction, Inc. (DPR), a national construction firm with a Richmond office, has completed site surveys and pricing for the proposed scenarios. DPR will be the general contractor for all renovations, restorations, and relocations in the project. Founded in 1990, DPR has built technically demanding construction projects in such high-growth industries as mission-critical data and telecommunications facilities; high-end corporate offices; and biotechnology, pharmaceutical, healthcare, entertainment, warehousing, and distribution buildings.

DPR has a State of Virginia Class A license, No 2705-035043A. The firm has been recognized for delivering technically demanding projects and generated more than \$1.1 billion in revenue in 2002. Statewide, DPR employs more than 75 professionals and 140 craftspeople. DPR has been involved with several notable projects in Virginia, including the White Oak Semiconductor facility in Richmond the renovation and expansion of the Finance Building and the Washington building on Capital Square under Virginia’s PPEA Act of 2002.

## Architects & Engineers



Ellerbe Becket, one of the largest and oldest architectural firms in the United States, will provide integrated architectural and engineering services for the project. Ellerbe Becket has extensive experience with mission-critical facilities that include secure data centers. From its Washington, D.C. office, Ellerbe Becket will provide the architectural design and engineering leadership to coordinate and control all interdependent disciplines including the architectural, electrical, mechanical, civil, structural and facility security elements required to successfully complete the data center project. Ellerbe Becket also will assist in securing all necessary government licenses and permits.



Thompson + Litton is an award-winning engineering and architectural firm that was established in Wise, Virginia, in 1956. Through its offices in Wise, Tazewell, Radford, and Clintwood in Virginia and in Bristol, Tennessee, Thompson + Litton provides comprehensive engineering, surveying, architectural, and planning services. Thompson + Litton will provide architectural and engineering services for the project, which includes the Wise County Data Center at the Lonesome Pine Regional Business and Technology Park. From its Wise County office, Thompson + Litton will work to coordinate and control the interconnected engineering disciplines

– including electrical, mechanical, civil and structural – required to successfully complete the data center project. Thompson + Litton also will assist in securing all necessary government licenses and permits and will provide quality assurance services throughout the project's construction.

## Real Estate Consultant



With more than 140 offices worldwide, Staubach Company, Inc. (Staubach) is regarded as the only national firm solely devoted to users of office, industrial, and retail space. Since 1981, Staubach's cornerstone ethic has been its advocacy for the user/occupant, while it continues to lead the commercial real estate industry in service and client satisfaction. Staubach Education and Municipal Services (SEMS), based in Washington, D.C., is a national division within Staubach that works solely with states, counties, cities, and educational institutions to formulate and implement real estate and facility strategies. SEMS offers integrated services, including strategic planning, highest and best-use studies, construction and development management, site selection, tenant representation and lease negotiations, benchmarking studies, land and facility acquisition, disposition services for leased and owned properties, creative financing strategies and public and private partnerships. All of SEMS' services support Staubach's corporate mission of saving its clients' time and money.

From its office in Vienna, Virginia, Staubach will coordinate all services related to real estate acquisition. Staubach achieves success for its clients through a comprehensive, vertically integrated platform of services, including strategic planning; site searches; acquisition negotiations for lease, purchase, and hybrids, when appropriate; transaction support; and public and private partnership strategies.

## General Counsel



Troutman Sanders LLP, (Troutman Sanders) a full-service law firm with offices throughout the Southeastern United States and more than 225 attorneys in its four Virginia offices, will provide all legal, financial analysis, and public affairs services for the project. Troutman Sanders has extensive expertise and experience in assisting governmental and private entities involved in public-private partnerships.

Troutman Sanders has been involved in public procurement issues and projects for many years. On numerous occasions over the past several years, the firm has been involved in proposals under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) and, earlier, under its predecessor, the Public-Private Transportation Act (PPTA). On April 22, 2002, the firm hosted one of the first seminars in the Commonwealth to examine the new PPEA and the opportunities it provides for public entities and private industry. Presenters included the firm's attorneys and Senator Walter Stosch, patron of PPEA, and Ms. Sandra Bowen, Secretary of Administration. Troutman Sanders participated in the development of a PPEA proposal for the improvement of Capitol Square and the surrounding buildings in Richmond, Virginia, and in a variety of other PPEA projects throughout the Commonwealth.

## Public Relations



Capital Results is a woman-owned, full-service Issue Management firm with offices in the state capitals of Virginia and North Carolina providing Public Relations, Government Affairs and Business-to-Government services to a wide range of companies, associations and government entities. The firm's practice focus is "issue management" on matters where business intersects government and project or program success can be influenced by effective advocacy and skillful management of public opinion.

## Minority and Women-Owned Team Members

Code X, a minority-owned, Virginia-based small business subcontracting to EDS, will provide technical expertise, particularly in the area of database migrations. Another component of the team is Pathwise Partners, a women-owned, Virginia-based small business subcontracting to EDS. Pathwise will facilitate staff transition through cultural change management. The firm is skilled at developing communication plans that will keep the involved employees continuously informed, engaged and coached in their successful participation with the transformation. VA1 knows that having these IT professionals feel knowledgeable and committed to the VA1 plan is a key success factor for meeting the objectives of VITA and the Commonwealth for this critical transition

## Organizational Structure

Exhibit 1-1, VA1 Organizational Chart, illustrates the management and support relationships among VA1 members. (Add public relations firm to flow chart).

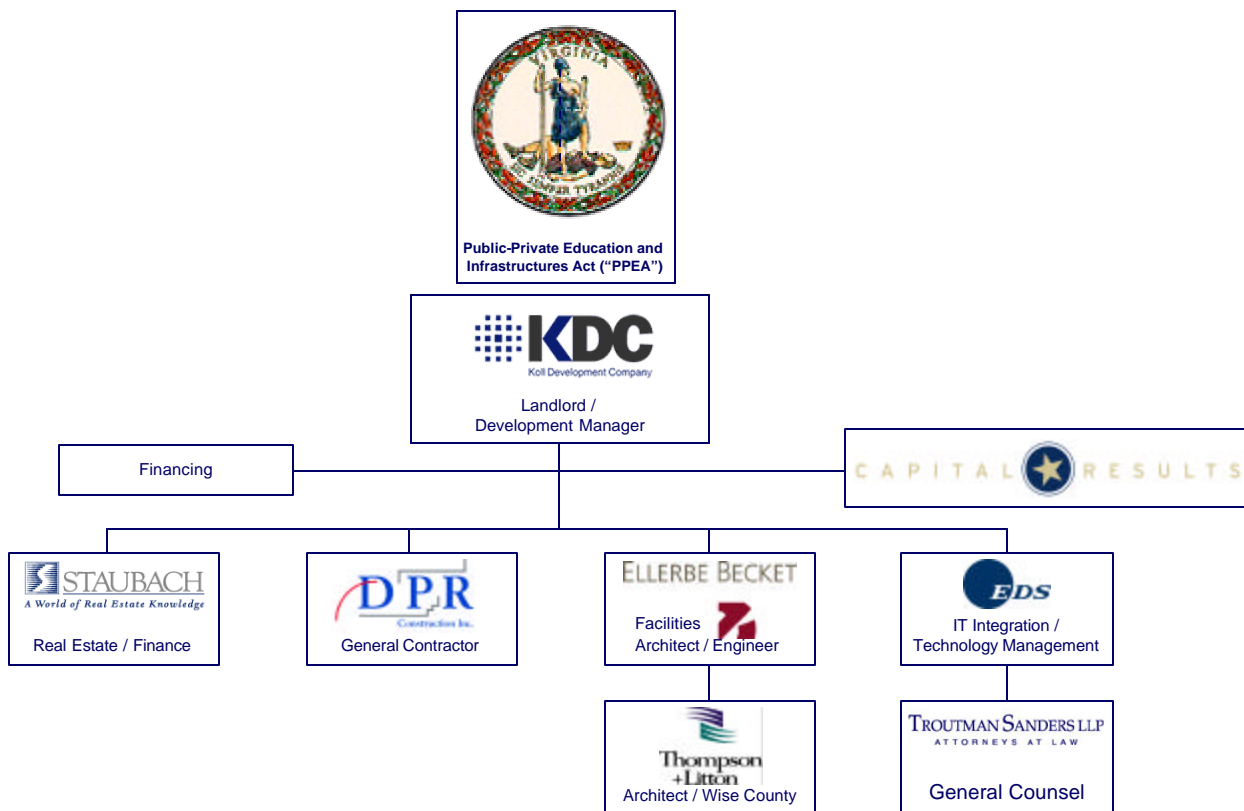


Exhibit 1-1 VA1 Organizational Chart

## Management Philosophy

Working in partnership with the Commonwealth, KDC, in its role of developer, will undertake all development and construction responsibilities. Every decision becomes personal and critical to the success of the project. As a national developer and building owner, KDC has performed this role repeatedly for clients such as EDS, Ford, Citigroup, Burlington Northern Santa Fe, Nortel, Nokia, Del Monte, FedEx, and many other outstanding companies.

## Team Work

KDC prides itself on its ability to serve as Virginia’s data center development partner. KDC’s goals and objectives will be those of the Commonwealth’s. Contractual relations will be directly between KDC and the contractors, architects, engineers, consultants and vendors, thereby insulating the Commonwealth from unwanted risk issues. All development and financial decisions will be made by KDC, but that will occur after conferring with EDS and Commonwealth to gain the benefit of their experience and objective insight. KDC has used American Institute of Architects (AIA) contract forms, which involves it on the front lines of development and construction, enabling the Commonwealth to maintain focus on public matters.

## Experience

The Commonwealth will receive the full benefit of KDC’s extensive national experience in contracting, construction management, development, negotiation, and cost control as well as EDS’ technology expertise. KDC already has contract forms that are acceptable to all parties, which have been reviewed by its attorneys and reflect the owner’s perspective in mitigating design, construction, and development issues, yet are fair and equitable to the other contracting parties.

KDC’s primary focus is build-to-suit projects. The type of project the Commonwealth requires is the same as KDC has performed in similar services for corporate customers. The Commonwealth will receive the benefit of its thorough contracting methods, budget control, design and operations ideas, value engineering, expertise, and numerous studies performed on building systems that will eliminate a learning curve and expedite the team’s progress.

## Added Value

VAI brings added value to the Commonwealth’s data center projects in many ways. The first added value is its experience with large and small municipalities. KDC has performed identical Scope of Services for numerous corporations throughout the United States and has always achieved an excellent working relationship with the local authorities in every location. KDC understands the intricacies of bureaucracy and is able to expedite the building permit process. The Commonwealth will be the beneficiary of its help in speeding this portion of the development process.

KDC and EDS have considerable experience in technology-based facilities. Considerations such as telephone and data cabling management, data center design, power redundancy, power deregulation negotiations, and cost-effective approaches to these matters are issues that KDC and EDS deal with daily. Knowing what other companies do in such areas is helpful in benchmarking specific areas of the Commonwealth’s project.

## Licensing Status

All members of VA1 are licensed to conduct business in Virginia and are in good standing.

Company	License Type	License Number
KDC	Organizational Number	T023779-4
EDS	Virginia Business License	001794753-2
DPR	State of Virginia License	2705-035043A
Ellerbe Becket	State Corporation Commission ID No.	F111523-9
Thompson + Litton	Virginia Business License	0411 000209
Staubach	State Corporation Commission ID No.	F050829-3
Troutman Sanders	Virginia Business License	38786
Capital Results	Virginia Business License	0117-0144-3160

## Section 1.b

Describe the experience of the firm or consortium of firms making the proposal and the key principals involved in the proposed project including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and other engagements of the firm or consortium of firms. Describe the past safety performance record and current safety capabilities of the firm or consortium of firms. Describe the past technical performance history on recent projects of comparable size and complexity, including disclosure of any legal claims, of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties and a description of such guarantees and warranties.

VA1 members have the necessary experience for VITA to have confidence in the transformation project. Experience produces personnel with knowledge and insight to deliver the services VITA needs. Key personnel are introduced in this proposal section. Appendix A, Personnel, includes biographies, resumes, of key personnel and other representative biographies.

### KDC

KDC, one of the nation's leading commercial real estate firms, furnishes a full range of real estate services and capabilities including Corporate Build-to-Suit Development; Acquisitions and Sale Leaseback Transactions; Project and Construction Management; Asset and Land Management; Finance; Marketing and Leasing and Development Joint Ventures.

With headquarters in Dallas, Texas, KDC's current development activity includes approximately 12 commercial projects totaling more than 2.3 million square feet and exceeding \$275 million in construction costs for major corporate and institutional clients.

KDC has a full-time staff of approximately 50 professionals in offices throughout the country including Detroit, Michigan; Colorado Springs, Colorado; Lexington, Kentucky; and Los Angeles and San Francisco, California.

KDC represents to the Commonwealth that there is no outstanding claim, litigation, arbitrated matter, investigation, or other dispute to which KDC is a party that KDC, without predicting the outcome of such matter, reasonably expects to have a material adverse effect on its ability to fulfill its obligations under this Agreement.

### KDC Key Personnel

**Tobin Grove, President** – Mr. Grove will have executive oversight of the project for KDC. He will verify that KDC's overall delivery of service meets or exceeds VITA expectations. He also will be closely involved in the financing and ownership aspects of the project.

**Murray Newton, Executive Vice President** – Mr. Newton will be the Principal in Charge (PIC) for KDC and have general oversight of the project's operational aspects, specifically of development, financing, design, and construction.

**Mike Rosamond, Senior Vice President** – Mr. Rosamond will be the Project Manager for KDC's efforts on the VITA project. He will have daily interaction with VITA and other team members, manage development issues, and coordinate design and construction activities.

**Scott Ozymy, Senior Vice President** – Mr. Ozymy will have primary responsibility for developing the ownership structure for the project and securing and implementing financing.

## EDS

Founded in 1962, EDS is the provider of choice for clients seeking maximum returns on their IT investments. As the world's largest outsourcing services company, EDS is built on a heritage of delivery excellence, industry knowledge, a world-class technical infrastructure, and the expertise of its employees. EDS has approximately 138,000 employees who support more than 35,000 business and government clients in 60 countries. In 2002, EDS had revenues of \$21.5 billion and total contract signings of 24.4 billion.

**Strategic Intent** – EDS will be the premier global outsourcing services company and will provide the industry's most cost-effective, high-value IT outsourcing services.

In common with most large companies, from time to time in the course of its business, EDS is involved in litigation, arbitration, investigations, and similar proceedings. Legal proceedings to which EDS is a party are described in EDS' most recently filed Annual Report on Form 10-K, and updated by its subsequent Quarterly Reports on Form 10-Q. Although EDS does not currently expect the disposition of any such proceedings to have a material adverse effect on its ability to enter into or perform its obligations for this project, certain of these proceedings are at preliminary stages and, given the inherent uncertainty involved in these types of proceedings, EDS cannot in good faith provide a representation or warranty about the results of such proceedings or their impact on EDS' business.

EDS represents to the Commonwealth that, as of the May 19, 2004 there is no outstanding claim, litigation, arbitrated matter, investigation, or other dispute to which EDS is a party that EDS, without predicting the outcome of such matter, reasonably expects to have a material adverse effect on its ability to fulfill its obligations under this Agreement. For your reference, EDS has included as a part of its Proposal a copy of the company's annual report, as filed with the Securities Exchange Commission (SEC), which requires the disclosure of legal proceedings that would have a material adverse effect on the company's consolidated financial position or results of operations.

**EDS Key Personnel** – EDS proposes a team with the experience and capabilities to achieve VITA's motto "*expect the best.*" Ed Jacques will be the client delivery executive responsible for VITA's satisfaction with EDS' transformation performance. Mr. Jacques will lead an experienced team, many of whom have contributed to the conceptual solution presented in this proposal. This contribution is an important point. Large corporations often hand off a solution to an operations team that had no participation in the design. Such a hand-off presents a transition challenge before the project has begun. EDS involves key delivery personnel in the solution design and throughout the proposal effort. VITA will be talking with EDS personnel who understand the project in its entirety and not only what they read on a transition sheet.

Gail Stevens is the Lead Solution Architect responsible for all technical areas of EDS' solution. Ms. Stevens will continue that leadership role as EDS program manager (PM). She will be VITA's day-to-day contact. Having Ms. Stevens as EDS PM should reassure VITA that what they are offered in the proposal is what will be implemented.

Ms. Stevens will manage an experienced team. The following are a few examples of her team, all of whom contributed to the proposal solution:

- **RightStep® Engagement Lead – Amanda Hall**  
Ms. Hall will lead the Strategy phase of the project, focusing on developing implemental IT strategies and technology standards to support an effective infrastructure consolidation for the Commonwealth. She is will lead the *RightStep* engagement activities as defined in the proposal.
- **Server Consolidation Program Manager – John Lamb**  
Mr. Lamb will lead the Server Consolidation consulting engagement defined in the Strategy phase of the project.
- **Microsoft Enterprise Consultants – John Stork, and others**  
Mr. Stork will work with the Desktop Program Manager to define the standards and path to achieve the desktop consolidation, common e-mail strategy, and implementation efforts.

EDS is so committed to the success of the IT transformation that it is offering the Chief Technical Officer of EDS' U.S. Government Solutions – Barry Ingram – as technology consultant at no charge. Mr. Ingram is well known to Commonwealth leaders and very knowledgeable about the challenges confronting VITA. He will provide overall technical consulting to the PM and the Implementation team to promote effective selection, integration, and use of available technologies during all phases of the consolidation. Mr. Ingram will be available to VITA, CIO Stewart, and the Secretary of Technology to consult on current and future technology and its applicability to VITA and the Commonwealth.

## DPR

Since its founding in 1990, DPR, a national builder with local capabilities, has successfully met the challenges of building technically demanding projects in such high-growth industries as mission-critical data and telecommunications facilities, high-end corporate offices, and biotechnology, pharmaceutical, healthcare, entertainment, warehousing, and distribution facilities.

The company has grown to have 15 offices and more than \$1.1 billion in annual revenues in 2002. It has been recognized for its unique collaborative approach in local and national markets. Founded by Doug Woods, Peter Nosler, and Ron Davidowski (hence the initials: D, P, and R), the company currently employs more than 970 professional staff and 1,100 crafts persons. DPR has an office in Richmond to serve the Virginia construction market. In Virginia, DPR employs more than 50 professional staff and 100 crafts persons. The majority of its staff comprises experienced and talented local residents who are drawn to DPR's distinctive corporate culture and innovative approach to construction. DPR's advanced information systems and internal databases give everyone ready access to knowledge gained from projects all over the country.

DPR was awarded the renovations and expansion of the Finance Building and the Washington building on Capital Square under the PPEA Act of 2002 for the Commonwealth of Virginia. DPR was also awarded the demolition of the 8th and 9th Street office buildings in preparation for the construction of a new 450,000 square foot building. The approximate value of this project is \$30,000,000. DPR'S unique approach to the preconstruction effort saved significant cost from the Commonwealth's original estimate.

DPR brings a technically focused approach to Richmond. It is focused on anticipating construction issues, developing realistic schedules, and building strong working relationships. Its flexibility and responsiveness has made it a favorite among local design firms, who know DPR is invested in working collaboratively to achieve owner objectives. DPR measures its success by exceeding project goals and owner expectations, surveying customer satisfaction, and using aggressive performance standards to measure estimating accuracy, safety, scheduling, zero punch lists, and project closeout.

- In 2002, the Associated General Contractor's (AGC's) metropolitan Washington, D.C., chapter awarded DPR the Washington Contractor Merit Award for New Construction for Inova HealthPlex.



- Since 2000, the ABC Metro Washington chapter has twice awarded DPR the Certificate for Recognition of Safety Excellence.
- Ranked No. 14 in Virginia Business' 2003 List of Leaders: Largest General Contractors
- Ranked No. 34 nationally in Engineering News Record's (ENR's) Top 400 General Contractors in 2002
- A Good Manufacturing Processes (GMP) contract will be signed by DPR, guaranteeing the costs and delivery schedule as defined in the construction documents. DPR also will provide payment and performance bonds to the owners, thereby further ensuring project delivery.

At 0.32, DPR's experience modification rate (EMR) is one of the lowest in the Commonwealth of Virginia. DPR considers safety to be of the utmost importance and has created an extensive program that is implemented on every project. It is a craft-driven safety program, whereby every person on every job site places the highest value on working safely. DPR's goal is to eliminate jobsite safety incidents altogether – a realistic goal, and one it is well on its way to accomplishing. Its safety record, one of the best in the industry, speaks to the importance DPR attaches to its safety program. Its standards regularly exceed Occupational Safety and Health Act (OSHA) requirements.

The basics of the DPR approach include the following:

- **Injury Free Environment (IFE)** – Before setting foot on site, every worker is trained in DPR's IFE program, the most comprehensive in the industry. Workers learn to think of safety as a positive value, rather than a more cumbersome way to work.
- **Pre-Task Plans** – DPR requires workers on the site to complete and sign-off on pre-task plans before every activity. In this way, potential risks are thoroughly analyzed before work begins, and workers take ownership of safe work habits. DPR uses this opportunity to discuss ways to improve overall efficiency and performance.
- **Incentives and Rewards** – DPR's on-site programs reward workers for zero incident jobs, value-based behaviors, hazard recognition, management systems, and safety-related training.
- **Safety Training** – Every DPR worker undergoes extensive safety training before setting foot on a construction site (see examples of training classes, below). DPR has a zero tolerance policy toward unsafe work habits.
- **Ongoing Vigilance** – Site-specific orientation sessions are held for subcontractors as they join a project; a jobsite safety coordinator inspects the project at least twice a day; weekly safety meetings are held to discuss key safety topics and issues; intensive 10-hour OSHA Outreach certification programs are conducted regularly.
- **Subcontractor Pre-Qualification** – In addition, subcontractors' safety records are carefully scrutinized as part of their pre-qualification and selection process. On the jobsite, subcontractors designate their own safety supervisor who meets regularly with DPR's safety coordinator to proactively create an incident-free site. Subcontractors are required to attend weekly safety sessions and DPR actively assists in the development of their safety awareness and training programs.

Examples of Safety training:

- First Aid
- CPR
- OSHA 10 Hour Certification
- Crisis Management
- New Hire Orientation
- DPR Site Orientation
- Injury Free Environment
- Pre Task Planning
- Craft Level IFE
- Pre Employment Drug Screen/Physical.

## Claims

**Project Name:** Bellevue Technology Tower  
**Location:** Bellevue, Washington  
**Client Name:** E&H Properties  
**Nature of Claim:** DPR Filed Liens  
**Current Status:** Property was sold at foreclosure on June 14, 2002, but courts preserved DPR's lien standing to obtain payment for work performed.

**Project Name:** IKEA, Potomac Mills  
**Location:** Woodbridge, Virginia  
**Client Name:** IKEA  
**Nature of Claim:** Subcontractor Defective Work (delaminated concrete slab).  
**Current Status:** Settled.

**Project Name:** Pala Indian Casino  
**Location:** Pala Indian Reservation, California  
**Client Name:** Pala Band of Indians  
**Nature of Claim:** Owner's Failure To Pay for Directed Changes in the Work.  
**Current Status:** Award in August 2003 in DPR's favor; awaiting payment of award.

**Project Name:** Summit Medical Center  
**Location:** Oakland, California  
**Nature of Claim:** Dispute Over Final Reimbursement of Costs  
**Current Status:** Settled by Negotiation Among the Parties.

**DPR Key Personnel**– DPR offers VITA a strong construction leadership team.

- Executive Oversight – Mike Broughton
- Project Executive Jim Yauger will be responsible for the construction of the two facilities
- Construction Manager Brian Brezovsky will be responsible for construction of the Richmond facility
- Construction Manager Robbyn Glisson will be responsible for construction of the Wise County facility.

## Ellerbe Becket

Ellerbe Becket brings the necessary level of expertise for data centers and other mission-critical facilities whether they are a 2,500 square feet in-house facility or 250,000 square feet of stand-alone construction. The median range of Ellerbe Becket's portfolio is best represented by projects such as the Target Technology Center at 115,000 square feet; Ercot Control Center at 70,000 square feet and its Backup Control Center at 45,000 square feet; and data centers for Optiglobe in South America, three of which were approximately 110,000 square feet. The successful experience and flexibility of their staff enables the delivery of multiple projects on time and on budget for technology-driven clients, public and private.

Ellerbe Becket has experience with virtually every building type and has worked throughout the United States and in more than 20 countries. With six offices around the world and more than 400 professional employees, Ellerbe Becket is an employee-owned corporation, incorporated in Delaware and licensed to do business in all 50 states.

Ellerbe Becket's vision is to make sustainable environments, which means creating a design process that provides for client satisfaction, employee fulfillment, and financial performance. The company is team oriented and sees itself and its clients as single -mind in developing the environments it designs. To meet this goal, Ellerbe Becket is involved in continuous development of its employees, specialized expertise, creativity, project management and leadership skills.

Ellerbe Becket has structured its company to be responsive, flexible, and personalized in the design services it provides. Seeking to recruit and retain talented professionals, it is dedicated to providing excellent communication and project performance to clients.

Ellerbe Becket values its new and long-term clients—some of whom have been with it for as long as the firm has been in existence. Its vision and willingness continually to improve is at the center of its values. It embraces the challenge to prove itself as the premier full-service firm providing creative design solutions worldwide.

The information requested regarding legal claims is highly confidential in nature, and because of its extreme sensitivity, Ellerbe Becket has adopted the policy of maintaining the privacy of the information until such time as a client relationship is established. Ellerbe Becket wishes to assure the Commonwealth that there are no existing claims and no litigation that would in any way prevent the company from providing the services offered.

**Ellerbe Becket Key Personnel**– Ellerbe Becket offers VITA an experienced team led by:

Principal in Charge (PIC) - Charles Franklin, PE. Mr. Franklin will provide executive oversight of the project to verify that the Design team meets VITA goals and expectations.

Gerald Voermans, AIA will be the Project Manager and provide leadership for the overall team as well as the architectural design objects.

Allan Wenzel, PE - Mr. Wenzel will be the Principal Engineer, providing leadership and design coordination for the engineering disciplines on the project, including mechanical, electrical, civil, fire protection, and environmental.

## Thompson + Litton

Thompson + Litton's corporate headquarters was established in Wise, Virginia, in 1956. The company has grown over the years and now has additional branch offices in Radford, Tazewell, and Clintwood, in Virginia, and in Bristol, Tennessee. The firm has a total staff of 106 employees, who include architects, engineers, land-use planners, surveyors, construction administrators, and grant and financing specialists. Services include architecture, structural engineering, civil engineering, transportation engineering, and surveying.

Thompson + Litton's delivery of professional services to the public sector for 48 years reflects the firm's stability and sound financial base. Clients include industry, local government agencies, public service authorities, federal agencies, state agencies, colleges and universities, public school systems, housing authorities, healthcare services, and private individuals.

Project Name: Castlewood Water Treatment Plants.  
Plaintiff/Owner: Russell County Water & Sewage Authority.

This current litigation is a dispute over alleged defects in the design and construction of two water treatment plants. The Owner has brought forth a suit against the project engineer, the contractor, and one subcontractor. The dispute is in the early stages of litigation, and Thompson + Litton is optimistic that it will ultimately be vindicated.

**Thompson + Litton Key Personnel**– T + L recognizes the criticality of this project to VITA. Ronald Helton, T + L President and Principal-in-Charge, will provide project oversight and quality assurance services to verify that the project team has the necessary resources to complete the project. Mr. Helton will oversee such experienced leaders as:

William A. Thompson, III, AIA, Principal, Architect, who will provide architectural design services as well as architectural design supervision.

Gregory D. Widener, PE, Project Engineer, who will provide overall coordination of the design effort and technical assistance to the Design team.

B. Leman Kendrick, PE, RLS, Surveying, who will coordinate surveying services so that required data is made available in a timely manner.; and

Richard W. Houchins, AIA, Construction Administration Supervisor, who will supervise and coordinate all Construction phase activities.

## Staubach

With more than 140 offices worldwide, Staubach is regarded as the only national firm solely devoted to users of office, industrial, and retail space. In more than 52 offices across the United States, Staubach provides exclusive tenant representation and fee development services to the nation’s largest and most respected government institutions and corporations. The firm achieves success for its clients through a comprehensive, vertically-integrated platform of services, including the provision of strategic planning, site searches, lease negotiations, acquisitions and dispositions, transaction support, financial strategies, portfolio management, design and consulting services, and public and private partnership strategies.

In Fiscal Year 2003, Staubach completed approximately 4,565 transactions for more than 1,958 clients worldwide. Those transactions – representing 101 million square feet and \$14.6 billion in total transaction value – provided Staubach with \$234 million in revenue. Over the past three years, Staubach’s financial services team has completed more than \$6 billion in sales and leasebacks, 1031/1033 exchanges and other structured financings.

Staubach Education and Municipal Services (SEMS), which is based in Washington, D.C., is a national division of Staubach that works solely with states, counties, cities, and educational institutions to formulate and implement real estate and facility strategies. SEMS teams with Staubach’s 50 regional and local offices to offer integrated services, including strategic planning, highest and best-use studies, construction and development management, site selection, tenant representation and lease negotiations, benchmarking studies, land and facility acquisition, disposition services for leased and owned properties, creative financing strategies and public and private partnerships. All of SEMS’ services support Staubach’s corporate mission of saving clients time and money.

With Roger Staubach as its leader, teamwork and integrity are the hallmarks of the organization. Mr. Staubach sends out an evaluation form to each client at the end of an assignment, and the most coveted award at the annual “Staubach Academy” is the Symbol of Excellence, which is given to the division with

the highest overall client satisfaction rating. This system is in stark contrast to that of other organizations that laud the big money earners.

In the normal course of business, the nature of the company's operations exposes it to the risk of claims and litigation. Although the outcome of these matters cannot be determined with certainty, managers believe that the ultimate resolution of these matters will not have a material adverse effect on the company's financial position or results of operations. In the company's 27-year history, Staubach has never been sued by a client.

**Staubach Key Personnel**– Robert O. Copito is a Senior Vice President and Partner with the Staubach Company's Northeastern region. He shares his time equally between Staubach's Washington, D.C., office and the Tysons Corner, Virginia, office. Mr. Copito is a founding member of Staubach's Law Firm Practice Group and has been the head of the firm's Telecommunications Practice Group. His responsibilities encompass the generation and successful management of complex and sophisticated office lease, purchase, and sale transactions for some of the firm's most important local and national legal and corporate clients. Mr. Copito's successes include E\*Trade Bank's headquarters' lease, multiple transactions for Boeing, and Nextel.

Allen C. Tucker is a Vice President in the Staubach Company's, Northeast regional office in Vienna, Virginia, and a team leader in the firm's Telecommunications Practice Group. Mr. Tucker offers 14 years of real estate experience, exclusively focusing on consulting with high-technology companies about the acquisition of contact centers and mission-critical facilities. He specializes in translating complex issues concerning commercial real estate interests such as demographics, financial and relocation analysis, market research, site selection, due diligence of telecommunications and power infrastructure, state and local municipal incentives, and zoning regulations for companies like BGE, Cable & Wireless USA, Intelsat, Navy Federal Credit Union, NeuStar, Nextel, PSINet, TelePlace, U.S. Securities and Exchange Commission, and Williams Communications. Mr. Tucker was Project Coordinator for America Online's nationwide site selection search for one of the world's most advanced technology centers. In 1999, the project represented an investment in excess of \$500 million, which at that time was the fourth largest investment in the Commonwealth.

## Troutman Sanders

Tracing its origins to 1897 in Atlanta, Georgia, and to the 1920s in Richmond, Virginia, Troutman Sanders is one of the Southeast's largest and most diverse law firms, with more than 500 lawyers. Troutman Sanders is a full-service law firm engaged in virtually every aspect of civil and commercial law. The firm's reputation and stability are evidenced by long-standing relationships with many major business organizations, including multinational corporations and banking institutions, regional companies, startup enterprises, foreign governments, federal and state agencies, non-profit organizations, individuals, and entrepreneurs.

Troutman Sanders' clients are active in a broad range of industries, such as banking and financial services, real estate and construction, telecommunications, electronic commerce, computer hardware and software, energy services, transportation, food service, health care, and entertainment and sports. The firm's lawyers represent clients in transactions around the world, and reflect the broad reach and complex concerns of businesses operating in a global economy.

On January 1, 2001, with the merger of Atlanta-based Troutman Sanders, LLP, and Virginia-based Mays & Valentine, LLP, Troutman Sanders completed one of the Southeast's largest law firm mergers. The combined firm has offices in Atlanta, Georgia; Washington, D.C.; Tysons Corner, Richmond, Norfolk,

and Virginia Beach, Virginia; Raleigh, North Carolina; and in London and Hong Kong. By creating this regional footprint, the firm adds value and depth to the legal services offered to clients.

The Troutman Sanders Public Affairs Group LLC (TSPAG) is a subsidiary of Troutman Sanders, providing government relations and issue management services to corporate clients nationwide. The symbiotic relationship between TSPAG and Troutman Sanders affords clients easy access to both the political knowledge of seasoned public policy experts and the focused legal counsel they expect from a large law firm. Through a broad array of contacts at the federal, state, and local levels, TSPAG advocates clients' public policy issues while building better partnerships among governments and business. TSPAG advises clients on a wide array of complex and technical issue areas including agriculture, banking, conservation, defense, energy, entertainment, environment, healthcare, homeland security, insurance, manufacturing, real estate development, taxation, technology, and transportation. By applying decades of political experience to each client representation, TSPAG team members solve problems and produce results for clients seeking assistance with legislative affairs, issue management, regulatory affairs, and vendor procurement.

**Public Finance Experience** – Troutman Sanders' Public Finance Group has provided comprehensive legal services in municipal finance transactions in the Southeast for more than 25 years.

The company's Public Finance attorneys serve as bond counsel to state, regional, and local governments, authorities, commissions, and institutions and as counsel to issuers, underwriters, banks and other lenders, and corporate trustees and borrowers. They also serve as counsel in the financing of transportation, water, sewer, correctional, and other governmental projects, as well as for educational, industrial, solid waste disposal, health care, housing, 501(c)(3) not-for-profit and mixed use facilities.

They have served as privatization counsel to Virginia's Department of Transportation in connection with public-private transportation partnerships, including the issuance of more than \$350 million of bonds to finance the Pocahontas Parkway (Route 895), and more than \$21 million of bonds to finance the Chesapeake Expressway (Route 168).

Attorneys in the Public Finance group advise clients about optimum municipal financing arrangements, including the use of letters of credit, bond insurance, liquidity facilities, Fannie Mae credit enhancements, tax credits, guaranteed investment contracts, forward commitments, swaps and other derivative products.

The group has six lawyers with almost 100 years of combined experience in analyzing tax, arbitrage, securities, and other state and federal laws governing taxable and tax-exempt municipal financings, whether bearing interest at a fixed or variable interest rate or new money, current, or advanced refunding issues.

Troutman Sanders represents to the Commonwealth that there is no outstanding claim, litigation, arbitrated matter, investigation, or other dispute to which Troutman Sanders is a party that Troutman Sanders, without predicting the outcome of such matter, reasonably expects to have a material adverse effect on its ability to fulfill its obligations under this Agreement. Questions may be addressed to its legal counsel, Russell V. Palmore, Jr., at 804 697 1290.

**Troutman Sanders Key Personnel**– Sandra McNinch is Of Counsel in the law firm with a primary focus on municipal bonds, securities, and banking. She has authored numerous articles on municipal financing including:

- “Tax-Exempt Municipal Leasing,” *Virginia Review*, Virginia Association of Counties
- “Top Five Things to Remember About Industrial Development Bonds,” *Vanguard*

- “Opportunities and Challenges in Using the Public-Private Education Facilities and Infrastructure Act of 2002,” *Journal of Local Government Law*

Clark H. Lewis, Jr. is a Partner in the law firm with a primary focus on transportation and litigation issues. His recent work on the PPTA and related issues has become a foundation for the development of PPEA proposals in and around Southside and Southwest Virginia.

Theodore F. Adams, III, is a Partner in the law firm and is responsible for the management of the Virginia operations of the Troutman Sanders Public Affairs Group. He was involved in legislation amending the PPTA and PPEA and has been involved in the development of PPEA proposals for the renovation of Capitol Square in Richmond and the renovation and improvement of various mental health facilities in the Commonwealth.

## Capital Results

Capital Results is a full-service Issue Management firm with offices in the state capitals of Virginia and North Carolina providing Public Relations, Government Affairs and Business-to-Government services to a wide range of companies, associations and government entities. The firm’s practice focus is “issue management” on matters where business intersects government and project or program success can be influenced by effective advocacy and skillful management of public opinion. Capital Results principals and staff come from varied backgrounds in national and state politics and government as well as in marketing communications, business development and law. The firm’s public affairs efforts incorporate a wide range of resources including media, corporate citizenship, internal and external communications and relationships with thought leaders and decision makers. Capital Results’ public affairs services include Public Relations, Media Relations, Coalition Building/Grassroots Advocacy, Graphic Design and Marketing Communications.

**Capital Results Key Personnel**– Julie Rautio serves as President of Capital Results. She founded the firm (then called the The Public Affairs Office, Inc.) in 1998 after serving in the Administration of Governor George Allen in the Department of Planning and Budget and then as a Press Secretary in the Office of the Governor. In addition to her experience with Virginia government, media and politics in Virginia she also brings federal experience. For most of the Bush Administration she served as Press Advance Representative for the Office of the Vice President traveling ahead of Vice President Quayle’s official and political visits throughout the country and to many foreign countries. She also worked in the U.S. Department of Commerce Public Affairs during the Bush Administration.

Jay Smith serves as the Vice President of Public Affairs. He holds a Master’s Degree in public administration from Virginia Tech and served as a public policy advisor in the Office of Governor George Allen. His role is one of strategic communications planning and implementation. He relies heavily on his considerable expertise in grassroots/tops coalition building to add effectiveness to public relations, issue management and advertising campaigns. He has developed effective coalitions on several issues throughout the Commonwealth and has forged unique partnerships to yield successful, innovative procurement opportunities for clients.

## Section 1.c

For each firm or major subcontractor (\$1 million or more) that will be utilized in the project, provide a statement listing all of the firm's prior projects and clients for the past 3 years and contact information for same (names/addresses /telephone numbers). If a firm has worked on more than ten (10) projects during this period, it may limit its prior project list to ten (10), but shall first include all projects similar in scope and size to the proposed project and, second, it shall include as many of its most recent projects as possible. Each firm or major subcontractor shall be required to submit all performance evaluation reports or other documents which are in its possession evaluating the firm's performance during the preceding three years in terms of cost, quality, schedule maintenance, safety and other matters relevant to the successful project development, operation, and completion.

### KDC Projects

KDC's projects demonstrate its extensive experience and broad range of capabilities. The experience includes data centers, call centers, a biomedical laboratory, corporate headquarters and technical service facilities. Clients are both commercial and government, and some clients own multiple projects, illustrating KDC's ability to deliver client satisfaction. EDS, a VA1 member, is a KDC client. The two companies work well together. That relationship, together with both companies' experience and capabilities, is the reason they are participating on VA1. Contact information for KDC's projects for the past three years follows this page. Additional KDC projects are presented in Appendix B, KDC Projects. KDC's success includes many projects that relate directly to VITA IT transformation. The following are samples of those projects:

**Citigroup** – Overall build-to-suit development responsibilities include programming and site selection for a multi-building, 137-acre campus in Las Colinas, Texas. Build-to-suit development of a 434,000 square foot operations center in 1998, including a call center, data center, redundant power systems, high security, cafeteria, and fitness area.



Point of Contact: David Bain  
Telephone: 972 652 4649,  
Fax: 972 652 5200

**Cable & Wireless** – Build-to-suit of a 235,000 square foot hardened data center as a cold Web-hosting facility. 12 Megawatt service with full generator backup, fiber service, 36" raised floor over entire facility.



Point of Contact: Chris Wisner  
Telephone: 703 292 2878  
Fax: 703 292 2875



**Intuit** – Build-to-suit development of a 167,000 square foot corporate headquarters and software development facility in Plano, Texas. Includes dual feed electrical and telephone and fiber services, together with emergency generator back-up for mission-critical activities.

Point of Contact: Rick Amstutz  
Telephone: 214.387.2608  
Fax: 214.387.2820

**EDS** – Build-to-suit development of a 263,000 square foot client server facility in Allen, Texas, which included dual feed electric, redundant systems, high security, economic incentives, and state-of-the-art racking systems.

Point of Contact: Dan Busch  
Telephone: 972.605.1300  
Fax: 972.605.1270



**Bank One** – Build-to-suit development of a 400,000 square foot regional operations center in Fort Worth, Texas. 70 percent raised-access floor support, back-up generator redundancy, bank vault and fiber services.

Point of Contact: Gary Fahrenbach  
Telephone: 312.325.3316  
Fax: 312.325.3383



## EDS Projects

**U.S. Department of Transportation, Federal Aviation Administration** – EDS applied information technology, facility construction, and maintenance expertise to relocate the Federal Aviation Administration (FAA) Air Traffic Control System Command Center (ATCSCC) from Washington, D.C., to Herndon, VA. As part of the FAA’s 15-year lease, EDS provides the building, equipment, and computer services for the ATCSCC. EDS provided installation support, transitional operations and maintenance support, and information technology technical support. The FAA has exercised an additional lease option and has extended the option for an additional 19,000 square feet for a total lease of 64,000 square feet. EDS has expanded the construction, power, and communications capability in the facility to include additional FAA tenants. EDS is responsible for the integration of each function into the existing infrastructure.

Point of Contact: Chuck Nelms  
13600 EDS Drive, Suite 100, Herndon, VA 20171  
Telephone: 703 925 3152.

**U.S. Army** – EMILPO – EDS is developing a comprehensive Army Human Resource System (AHRS) that enables the staffing, readiness, and well being of the U.S. Army by means of a single corporate database. Under the advocacy of the U.S. Army Deputy Chief of Staff for Personnel (DCSPER), EDS developed SIDPERS-3 – Super Server, which is an initiative EDS designed and implemented to reduce the number of SIDPERS-3 servers from more than 4,000 to 43. This initiative, which uses INFORMIX, Tarantella, Rational Suite, SCO UNIX, and Dell technology, reduced processing errors, improved data accuracy, synchronized data, and improved network stability. EDS developed and recently implemented e-MILPO and Enterprise Data Store, which consolidated the 43 databases into one, providing the Army with one central database for soldier records and reporting.

Point of Contact: COTR/Deputy Product Manager, AHRS  
Mr. Mike Williams  
9350 Hall Road, Suite 141, Fort Belvoir, VA 22060-5526  
Telephone: 703 806 4990 and 4310.

**Navy Marine Corps Intranet** – The objective of the Department of Navy’s (DON’s) Navy Marine Corps Intranet (NMCI) is to provide secure, universal, and interoperable network-based IT services. The NMCI scope includes the delivery of comprehensive, end-to-end IT services through a common computing and communications environment for an estimated 360,000 users worldwide. EDS will own and maintain all required IT infrastructure, including desktop and network hardware and software while providing all required IT services including enterprise management; voice, video and data communications; provisioning; network and user services; hardware and software data services; and network and security management.

Point of Contact: CAPT Chris Christopher, USN  
Deputy for Plans, Policy, and Resources  
NMCI Office  
Space and Naval Warfare Systems Command  
3 Crystal Park, 2231 Crystal Drive, Suite 400, Arlington, VA 22202-3721  
Telephone: 703 685 5510

**Bellsouth Information Technology Services Agreement** – Under a major 10-year outsourcing agreement, EDS is responsible for application server operations, mainframe computing, help desk, and desktop support to deploy, monitor, and manage a new NT infrastructure for BellSouth. EDS assumed

responsibility for more than 50,000 desktop computers, 5,000 application servers, and six BellSouth data centers. EDS also established and maintains help desk support for all desktop users. As part of the outsourcing agreement, approximately 850 BellSouth employees completed a smooth transition to EDS, without interruption to BellSouth customers. Project success is attributed to a strong communications program to ease the fears of BellSouth employees of moving from a telecommunications company to a computing company. EDS established a Web site on the BellSouth intranet, addressing EDS benefits and philosophies, describing community affairs programs, and providing phone numbers and other information pertinent to employees who would transition. In addition, an EDS hotline was established to answer all questions and concerns and the EDS Human Resources team worked closely with the BellSouth Human Resources team to address all details related to employees during the time of change.

Point of Contact: Brian J. Carson  
Suite 16D85 - 675 W Peachtree St NW, Atlanta, GA 30375-0002  
Telephone: 404 927 6661.

**Department of Defense, Defense Manpower Data Center** – The Department of Defense (DoD) Defense Manpower Data Center (DMDC) has been an EDS client for 24 years. EDS developed and supports the Defense Enrollment Eligibility Reporting System (DEERS), which is the largest archive of personnel, manpower, training, and financial data in the DoD, providing services for analysis and planning; software development; installation and conversion; software engineering and testing; security; telecommunications infrastructure support; configuration management; integration, Business Process Reengineering (BPR); training, and user liaison support and has performed a full data center consolidation without user impact.

Point of Contact: Ken Scheflen, Director DMDC  
DoD, DMDC  
1600 Wilson Blvd, Suite 400, Arlington, VA 22209  
Telephone: 703 696 6816.

**Defense Enterprise Integration Services II** – The Defence Enterprise Integration Services (DEIS) II contract provided integration services across a breadth of activities within and beyond the boundaries of the DoD. EDS was one of six prime contractors involved in migrating the Government’s 20,000 disparate legacy information systems from a functionally oriented systems environment to an open, integrated enterprise system environment. EDS managed the complex project of assisting the DoD to consolidate its 43 worldwide data centers into 16 megacenters. The DoD decided to further consolidate the 16 megacenters into six, with EDS again providing direct support in planning and execution. EDS developed a unique model Disaster Recovery Plan for mainframes, mid-tiers, and client/server platforms to increase megacenter DR capabilities.

Point of Contact: Art Kruse  
Defense Information Systems Agency  
DITCO/AQSS32  
2300 East Drive, Scott AFB, IL 62225-5406  
Telephone: 618 229 9773.

**Telecommunications Integrator Services (TELIS), Department of Energy** – At the Department of Energy (DOE), EDS provided disaster recovery support to achieve continuity of operations for the critical, mission-essential DOE headquarters (HQ) data center, application, and other IT services. The EDS team, in partnership with DOE IT leaders, helped develop the HQ Chief Information Officer (CIO) Operations continuity of operations plan (COOP) and helped create the systems and processes to continue operations. The team maintained, stored, and coordinated improvements to the COOP. Critical

information and systems are replicated at off-site facilities. Information is continuously updated and the team performed hot-site testing and exercises at the off-site to verify that the COOP would work during actual emergencies. EDS also provided consulting, engineering, and operational services for numerous telecommunications systems including operating and maintaining telephone systems, local area networks (LANs) and wide area networks (WANs), and managed network security.

Point of Contact: Robert Wilson  
Headquarters Department of Energy/IM-12  
Germantown, MD 20874  
Robert.Wilson@hq.doe.gov  
Telephone: 301 903 4604.

**Centers for Disease Control & Prevention** – EDS provided enhanced telecommunications services including installation, maintenance, and support of a data, voice, and video environment. EDS also designed the telecommunications network and provided deployment, security, maintenance, equipment management, change management, VPN services, and support for the complete infrastructure of the Centers for Disease Control and Prevention (CDC).

Point of Contact: Charles Martin, Project Officer  
401 W. Peachtree Street, Suite 2700, Atlanta, GA 30308  
Telephone: 404 331 1580

**New Zealand Law Enforcement System** – EDS developed and manages, houses, operates, and supports New Zealand's (NZ's) Law Enforcement System (LES), which maintains records of all persons of interest, vehicles, and criminal and traffic records. Application Development Services are provided and address both production support and system enhancement. Production Support processes include Problem or Fault Resolution, Callout Support 24 hours a day, seven days a week (24x7), Documentation, Client Enquiries, Status Reporting, and Quality Assurance. The Development Plus process for new development projects or enhancement projects incorporates application and data changes, a Business Definition Study to identify scope and recommend solutions, product evaluation, application implementation, creation of an application with capabilities that currently do not exist, covering the definition of new requirements, specifications, and creation of new system components.

Point of Contact: Mr. Murray Mitchell  
National Manager Applications  
+64 4 238 3376  
e-mail: Murray.Mitchell@police.govt.nz

**Office of the Under Secretary of Defense for Acquisition Technology and Logistics** – For the Office of the Under Secretary of Defense (OUSD), EDS provided management, consulting, engineering, and technical activities associated with the management of Web development, servers, e-learning, desktop maintenance, and customer relationship management in support of the Director of Acquisition Technology and Logistics (AT&L) Information Technology Management. EDS provided AT&L with a wide range of technical and management best practices and capabilities required to complete critical IT mission and objectives.

Point of Contact: Tom Sheehan  
3000 Defense Pentagon  
Room 1D198, Washington, DC 20301-3020  
Telephone: 703 695 6860.

**Veterans Affairs Office of Cyber and Information Security** – For the Department of Veterans Affairs (VA) Office of Cyber and Information Security (OCS), EDS provides support in developing an enterprise architecture, providing security engineering and technical support, developing security policy, providing VPN support, assisting in configuration management, supporting certification and accreditation activities, and improving the security posture and continuity of operations planning.

Point of Contact: Ruth Anderson  
810 Vermont Ave, Washington, D.C. 20420  
Telephone: 202 273 9842.

**Commonwealth of Massachusetts - Massachusetts Registry of Motor Vehicles** – EDS consulted, designed, developed, and implemented a completely integrated real-time motor vehicle administration system that takes transaction data collected from a secure Web site, processes the credit card transaction, and updates the central Registry of Motor Vehicles (RMV) database. EDS continues to provide database administration, system engineering, business analysis, and project management to meet the state's changing needs.

Point of Contact: Paul Savoy  
P.O. Box 199100, Boston, MA 02119-9100  
Telephone: 617 351 9125.

**Defense Financial Integrated Systems Services** – The Defense Financial Integrated Systems Services (DFISS) provided contract support for more than 200 automated information systems in the areas of finance, accounting, payroll, transportation, logistics, personnel, management and other business functions in support of the Defense Finance and Accounting Service (DFAS). EDS supplied a wide range of innovative services under 50 task orders, including studies, planning and analysis; system design, development, maintenance, enhancement, and transition; hardware migration and installation; systems modernization; help desk; legacy operations; and training. EDS provided training for approximately 130 DFAS systems. In addition, it supported DFAS in achieving its electronic commerce (EC), electronic data interchange (EDI), and paperless contracting goals.

Point of Contact: Mr. Robert Angle, Deputy Director, TSO-IN  
8899 E. 56th St., Indianapolis, IN 46249  
Telephone: 317 510 3517.

**U.S. Department of The Treasury, Bureau of Engraving and Printing** – EDS supports the Bureau of Engraving and Printing (BEP) by developing systems and security documentation necessary for the Certification & Accreditation (C&A) of BEP mission-critical systems. As part of the C&A activities, EDS conducted risk assessments and made recommendations to mitigate the risks identified. The assessments included the review of database and file encryption; identification and authentication mechanisms; use of firewalls, intrusion detection methods, and anti-virus utilities. EDS developed COOPs for the BEP Physical Security Division. Development of these plans required coordination with the IT, Personnel, and Physical Security Divisions to verify that plans included support for the COOP, the systems supporting the protection of the physical environment, and employee safety. EDS is also providing security awareness training for BEP executives and managers and has developed a security training plan for the entire organization.

Point of Contact: Bruce Couch  
Bureau of Engraving and Printing  
13<sup>th</sup> and D Street

Washington, DC 20228  
Telephone: 202 874 3576.

**Office of the Secretary of Defense Force Transformation** – EDS provides technical and managerial oversight, consulting, engineering and other technical activities associated with the management of Web development, database and multi media support, desktop maintenance, customer relationship management and COOP engineering in support of the Director of the Office of the Secretary of Defense (OSD) for Force Transformation (FT). EDS provides OSD FT with a wide range of technical and management best practices and capabilities required to complete critical IT missions and objectives.

Point of Contact: Mr. Walter Fairbanks, Deputy Director  
1401 Wilson Blvd, Suite 301, Arlington, VA 22209  
Telephone: 703 696 4255.

**DOE Common Information Technology Infrastructure Services** – For DOE's Common Information Technology Infrastructure Services (CITIS), EDS has provided a variety of services under this contract, including program management governance, help desk, PC management services, software distribution, and transition. In support of DOE, EDS built and established a virtual help desk and Infrastructure Support Center (ISC) and developed and deployed a remote-control capability for the ISC. EDS developed and distributed a Consistent and Common Operating Environment (COE) Standardization Strategy and developed draft service-oriented service-level agreements (SLAs) to measure the performance of the DOE IT infrastructure and supporting IT contractors. In addition, EDS modernized DOE's IT infrastructure firewall platforms and service and developed and deployed a Web site design and development capability. EDS also provided a full suite of intrusion and virus protection for desktops, servers, Web interface, and the communications backbone.

Point of Contact: Gordon V. Errington  
Deputy Chief Information Officer  
Routing Symbol/Forrestal Building  
U.S. Department of Energy  
1000 Independence Ave., S.W., Washington, DC 20585  
Telephone: 202 586 9595

**Service Management & Access to Resource Tracking as Reference** – EDS assisted San Mateo County, California, in the design, development, and implementation of the Service Management & Access to Resource Tracking (SMART), an intake, case management, and referral tracking client/server system that has become a model for other counties and states in promoting self-sufficiency. EDS also provided innovation in the development and implementation of intranet-based SMART training, which has facilitated the overall training and implementation process.

Point of Contact: Gail Akam, San Mateo Information Technology Analyst  
400 Harbor Blvd., Belmont, CA 94002  
Telephone: 650 595 7534

**State of Michigan, Department of Information Technology** – The Michigan Department of Information Technology (DIT) was created in August 2001 through Executive Order No. 2001-3. The Executive Order determined that Michigan's IT needs would best be addressed through a centralized organization rather than decentralized agency efforts. The intention of the design was to build a world-class IT organization that could operate more efficiently and effectively with better management of IT investments; more integrated enterprise planning of IT projects; standardization of processes, tools,

software and hardware; increased economies of scale; improved services to customers and constituents of the state; and shared resources.

Before Executive Order No. 2001-3, 23 state agencies, departments, and related bodies maintained their independent IT departments. This organizational structure created an environment that resulted in duplication of effort, redundancy of purchases, an inability to track IT expenditures accurately, and difficulty in capturing best practices. EDS was retained to assist DIT in creating an organization that would begin to eliminate or reduce the foregoing factors and create an environment where DIT staff would like to work, one that was client-focused and processes-oriented.

EDS was able to move DIT towards its goals of establishing a DIT identity, becoming process-centered and client-focused. Through the use of multiple cross-function work teams, DIT established new human networks and created trust and information sharing between the various work areas within DIT. Customer satisfaction with DIT and the delivery of services has increased over the past year. Communications planning and marketing assisted DIT to better inform and communicate within itself and with its client agencies. Models were established to bring long-lasting effects to the organization and the relationships it keeps with its clients. Process areas were defined, documented, and implemented in a unified and enforceable manner.

Point of Contact: *DIT requires that requests for references be addressed through EDS.*

Contacts are:

Gary LaRoy, EDS Michigan, 517 272 5939

Elizabeth Rohde, EDS Consulting Services, 703 742 1585.

## DPR Projects

DPR's experience in building technical service centers is demonstrated by its representative projects. The projects include data centers, telecommunication centers, and call centers. The DPR projects presented below demonstrate DPR's experience and capabilities. Appendix C, DPR Projects, contains information on many mission critical facilities DPR has built.



Project Owner/Sponsor: **COX COMMUNICATIONS**  
 Merrifield Head End Facility  
 7741 Southern Drive, Springfield, VA 22150  
 Owner's Project Manager: George Wiseley – 703.480.7769  
 Project Summary: 14,862-sq.-ft. main telecommunications center and digital cable network site  
 Project Budget: \$3,000,000  
 Final Cost: \$3,000,000  
 Schedule (Proposed/Actual): 10 Months / 10 Months



Project Owner/Sponsor: **WOLDCOM**  
 Network Information Center  
 2270 Lakeside Dr., Richardson, TX 75982  
 Owner's Project Manager: Tom Markwiese – 817.723.8129  
 Project Summary: Ground-up construction of 130,000-sq.-ft. telecommunications switching center.  
 Project Budget: \$20,000,000  
 Final Cost: \$17,750,000  
 Schedule (Proposed/Actual): 15 Months / 12 Months



Project Owner/Sponsor: **CHARLES SCHWAB & CO.**  
 Schwab Peak Data Center  
 Phoenix, AZ  
 Owner's Project Manager: Matt Pearson – 415.627.7000  
 Project Summary: This 40,000 sq ft Charles Schwab Phoenix Data Center #2 was a complete renovation within an existing structure with the owner's Stock Trading operations continuing on the floor above. This Mission Critical facility required over 4 miles of electrical conduit to support the Data Center and new Central Utility Buildings with 2N uninterruptible power sources. Although City permits were delayed over eight weeks, the project team was able to deliver a high quality product two days early with a zero punchlist  
 Project Budget: \$12,500,000  
 Final Cost: \$12,500,000  
 Schedule (Proposed/Actual): 6 Months / 6 Months





Project Owner/Sponsor: **AT&T**  
 Redwood City Internet Data Center  
 Redwood City, CA

Owner's Project Manager: Donna Day – 925.224.4292

Project Summary: Buildout of 50,000 sq. ft. of vacant space located in two stories into an Internet data center, and modification/expansion of existing central plant.

Project Budget: \$32,000,000  
 Final Cost: \$33,000,000  
 Schedule (Proposed/Actual): 9 Months / 9 Months



Project Owner/Sponsor: **EQUINIX (CONFIDENTIAL CLIENT)**  
 Equinix - LA  
 Los Angeles, CA

Owner's Project Manager: Marco Magarelli – 650.513.7000

Project Summary: 60,000 sf of colocation and 65,000 sq ft T.I. on the 6th floor of a seven story historical building formally known as Robinson's in downtown LA. The scope of work consists of an area network co-location storage area, mechanical and electrical support space including UPS systems and stationary battery systems. The installation of 3 emergency generators in a dedicated basement and new rooftop mechanical equipment on an existing dedicated platform will service the 6th floor only. 1.75kw power density. 881 - rack capability. Fast Track. 9ga. security mesh - 28,000 sf. Bullet proof walls and glass.

Project Budget: \$27,000,000  
 Final Cost: \$27,000,000  
 Schedule (Proposed/Actual): 16 Weeks / 16 Weeks



Project Owner/Sponsor: **WORLDCOM**  
 Network Information Center  
 San Francisco, CA

Owner's Project Manager: Greg Roberts – 972.729.7921

Project Summary: Design/build project consisting of a data center and colocation facility. 155,000-sq.-ft., five-story building.

Project Budget: \$35,000,000  
 Final Cost: \$35,000,000  
 Schedule (Proposed/Actual): 12 Months / 10 Months



Project Owner/Sponsor:

**WORLDCOM**

Phone Switching Facility  
Menlo Park, CA

Owner's Project Manager:

Greg Roberts – 972.729.7921

Project Summary:

Design/build conversion of existing warehouse building into 68,000 sf data center. Work included demolition of existing footings, slab, and interior columns. The project was challenging architecturally because DPR had to salvage the existing roof which meant erecting an independent steel structure from the shell structure and shoring up the roof in the meantime. Additionally, the building was seismically reinforced equivalent to FEMA 2.0.

The data center in the building is 30,000 sf of access floor, with 18 CRAC units to keep the space at the appropriate temperature. The service yard that provides utility support for the space includes: two cooling towers, two 350 ton chillers, 30,000 gallon non-potable water tank, 15,000 gallon fuel tank, 2000 kW emergency generator, and one UPS system. N+1 redundancy is designed into every utility to ensure the facility is up and running after a seismic event.

Project Budget:

\$20,000,000

Final Cost:

\$19,600,000

Schedule (Proposed/Actual):

7 Months / 10 Months



Project Owner/Sponsor:

**BLUE SHIELD OF CALIFORNIA**

Town Center West Campus  
El Dorado Hills, CA

Owner's Project Manager:

Gig Codiga – 415.229.5002

Project Summary:

252,000 sq. ft. tilt-up project consisting of a four building customer service call center campus, also housing physician offices, conferencing and training facilities, a dining facility and recreation.

Project Budget:

\$30,000,000

Final Cost:

\$30,000,000

Schedule (Proposed/Actual):

13.5 Months / 13.5 Months



Project Owner/Sponsor: **HERAKLES TELECOMMUNICATIONS**  
 Colocation Facility  
 Sacramento, CA

Owner's Project Manager: Cindy Rodoni – 916.679.2100  
 Project Summary: Design/Build of colocation space, network operations, general office space, MEP equipment rooms, telco/fiber room and network operations space.

Project Budget: \$32,700,000  
 Final Cost: \$32,700,000  
 Schedule (Proposed/Actual): 11 Months / 11 Months



Project Owner/Sponsor: **VERIZON WIRELESS**  
 Data Center & Switching Facility  
 Rocklin, CA

Owner's Project Manager: Greg Johnson – 925.279.6454  
 Project Summary: New 42,978 sf switching and data center facility.

Project Budget: \$11,000,000  
 Final Cost: \$8,000,000  
 Schedule (Proposed/Actual): 10 Months / 10 Months

## Ellerbe Becket Projects

Ellerbe Becket is VA1's lead architect. An innovator since its founding in 1909, Ellerbe Becket has focused its practice on the following areas of expertise:

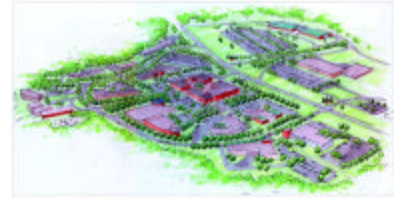
- Mission-Critical Facilities
- Office Environments
- Teaching and Learning Environments
- Stadiums and Arenas
- Hospitals and Clinics
- Commercial and Mixed-Use Development
- Hospitality
- District Heating and Cooling.

Ellerbe Becket's experience and capabilities match those of its fellow VA1 members, enabling it to design mission-critical facilities for VITA. VA1 sees Ellerbe Becket's role as key to the project's success although its projected revenue does not meet the \$1 million major subcontractor criteria. VITA may review its impressive experience and capabilities in the Mission-Critical Facilities documentation presented in Appendix D, Ellerbe Becket Projects.

## Thompson + Litton Projects

Thompson + Litton (L + T) provides VA1 with local Wise County architectural, engineering and business expertise.

**Lonesome Pine Regional Business & Technology Park Master Plan** – T + L developed the master plan and conceptual layout for the Lonesome Pine Regional Business & Technology Park. The master plan’s intended use is to aid the Wise County Industrial Development Authority (IDA) to develop the proposed park in such a way that it attracts potential office and technology based companies to the region.

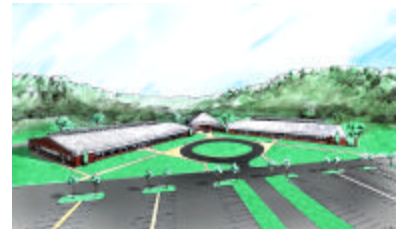


The key to successful development of this type of park is often dependent on employee well-being. To address employee needs, there are amenities such as walking trails and green areas throughout the park to aid in relieving work-related stress and tension. Recreation areas will provide services to employees and will efficiently use areas of the site that are unsuitable for development as building parcels

The IDA was so satisfied with T + L’s performance that it asked T + L to design the Lonesome Pine Technology Center.

Point of Contact: Wise County Industrial Development Authority  
P.O. Box 570  
Wise, VA 24293  
Carl Snodgrass  
Telephone: 276 328 2321

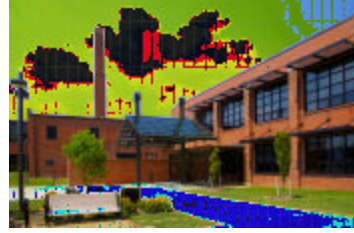
**Lonesome Pine Technology Center** – Thompson + Litton was retained by the Wise County Industrial Development Authority (IDA) to provide professional architecture and engineering services for the development of a two-story, 30,000 square foot multi-tenant facility in the northeast corner of Tract No. 1 of the Lonesome Pine Regional Business and Technology Park. As part of this project, T + L developed engineering site work plans and conceptual floor plans and provided construction administration services.



Floor plans for this facility were based on a building program generated from discussions with the Wise County IDA and the Virginia Coalfield Economic Development Authority.

Point of Contact: Wise County Industrial Development Authority  
P.O. Box 570  
Wise, VA 24293  
Carl Snodgrass  
Telephone: 276 328 2321

**Montgomery County Government Center** – In an effort to centralize and provide expanded area for many county services, Montgomery County selected T + L to assist in designing a consolidation of all county services through the renovation and conversion of an existing three-building, 126,000 square feet, 1940s-era manufacturing building into a new Government Center. All County Constitutional Officers will be relocated from the existing courthouse to allow for court-related expansion in the vacated space. Other county services that are currently located throughout the county will also move into the new Government Center.



2003 Design Award Winner for Excellence in Architecture

A complete "gut" renovation of the existing building systems was required and new mechanical, electrical, plumbing, sprinkling, and communication systems were added. The project's success lies within clearly defined circulation patterns anchored by a newly created vehicle and pedestrian plaza. Bay after bay of oversized manufacturing-style windows will be emphasized to enhance the quality of the interior spaces in addition to multiple two-story lobbies that are open to skylights above. The circulation patterns give the public easy access to services that are all under one roof.

The departments included in the building design are the County Administration, County Attorney, Economic Development, Purchasing and Finance, Planning and Inspections, Information Management Services, Treasurer, Commissioner of Revenue, Public Facilities, County Engineer, Parks and Recreation, Public Service Authority, Voter Registration, Cooperative Extension, and a state-of-the-art Board of Supervisors meeting room. Additional accessory spaces are also provided such as training and conference rooms, employee fitness areas and locker rooms, an oversized lobby for public receptions, and employee break and lunch rooms. A comprehensive site plan to provide the required parking and vehicle circulation to and around the Government Center was also part of the \$6.5 million construction project.

Point of Contact:       Montgomery County BOS  
                                  777 Roanoke Street, #2E  
                                  Christiansburg, VA 24073  
                                  Mr. Jeffrey Johnson  
                                  Telephone: 540 382 6954

## Staubach Projects

Staubach's role is to bring VITA value in VA1's proposed site selection. Staubach's experience and capabilities made it an ideal team member. Illustrative of Staubach's breadth of service are the projects presented below. Further examples of Staubach's experience and capabilities may be found in Appendix E, Staubach Projects.

**State of New York** – The State of New York (the State) selected Staubach through a competitive process to provide comprehensive strategic planning, real estate advisory services, and tenant representation services for the State's 150 locations in five boroughs. Staubach was awarded the inaugural partnering contract in the second quarter of 2001, but was put into emergency service in lower Manhattan by the state following the events of September 11th.



Staubach's first months on the assignment focused on a comprehensive review of the state's 150 leased locations (representing 42 agencies) in five boroughs. The review focused on identifying potential transactions for cost savings, as well as a review of underperforming assets. In addition, through several

meetings and document reviews, Staubach performed a complete evaluation of the state’s real estate procurement processes, procedures, rules, and regulations.

## Results

- Staubach’s recommended approach was adopted by the state and reduced the overall procurement time by 20 percent.
- Currently, Staubach is implementing the many strategic and tactical recommendations (for process and portfolio improvement) identified in the initial phase of the engagement.
- Staubach expects to achieve savings of up to 15 percent to 20 percent of the more than \$100 million a year lease cost currently incurred by the state.

**E\*Trade Bank** – Staubach was tasked with assisting the E\*Trade Group (an entity that resulted from the merger of locally based Telebank and California-based E\*Trade), to secure its Regional Headquarters facility in the Washington, D.C., metropolitan area.



E\*Trade sought to consolidate its expanding local operations under one roof in a working environment that reflected the company’s corporate culture. Staubach began an in-depth analysis of each of the potential submarkets, suitable real estate alternatives, and respective cost projections. Because of the client’s focus on employee recruitment, retention, and satisfaction, a primary factor in the analysis was the feedback of E\*Trade’s employees about the location of their future office.

After a thorough analysis of all economic and noneconomic factors, the Rosslyn-Ballston Corridor of Arlington County, Virginia, was identified as the desired submarket and, thereafter, Ballston Tower, at 671 North Glebe Road, Arlington, Virginia (a building connected physically to Ballston Mall), was selected as the finalist for the E\*Trade Group’s Regional Headquarters.

The Staubach team was able to achieve a transaction structure with a rental rate of approximately \$4 per square foot below the market rental rate, as well as a significant tenant improvement allowance, and an above-normal parking ratio for E\*Trade’s employees and clients.

**National Aeronautics and Space Administration** – Staubach – The National Aeronautics and Space Administration (NASA) was established in 1958 with the goal of providing Americans with the science, technology, and operations needed to understand and explore the farthest reaches of space. Today, NASA is at a critical point in its existence as the agency prepares to refine its mission while working with an aging infrastructure.



NASA maintains approximately \$20 billion in real property throughout the United States, including 400,000 acres of owned or managed land and 44 million square feet of facilities. The majority of these holdings, however, are beyond their useful life, and the agency faces \$2 billion in deferred maintenance.

With an evolving mission and a critical need to address its real property interests, NASA sought to link its real estate strategy with its programs and missions through an agencywide review and analysis of its real property strategy and holdings. Through a competitive procurement process, NASA engaged Staubach in October 2002 to create a Real Property Business Plan (RPBP). The goal of the RPBP was to review NASA’s land and facilities and to identify opportunities for income generation, expense reduction, and improved operational efficiencies.

As part of this assignment, the Staubach team visited NASA’s Washington, D.C., HQ and toured each of the agency’s 13 centers, conducting 750 interviews over a three-month period. Staubach used these visits and interviews to validate information and gain an understanding of each center and its surrounding community.

## Results

- Staubach prepared a detailed RPBP and presented the plan to high-level NASA executives in July 2003.
- The RPBP includes 13 center-specific reports, as well as an agencywide analysis of underused, available property; the demand and market at each center for underused property; and a collection of real property opportunities.
- Staubach identified 200 major opportunities, and scored and ranked each opportunity according to income potential, impact on the community, educational outreach, ease of facilitation, and alignment with NASA’s missions and goals.
- The RPBP also evaluates ownership alternatives and cost-savings initiatives, such as enhanced-use leasing and public-private partnerships.

## Troutman Sanders Projects

Troutman Sanders has been involved in several major projects brought under the PPEA and its predecessor, the Public-Private Transportation Act.

**VMS, INC.** – Troutman Sanders has worked with VMS, the winner of the first PPTA contract in Virginia, for the maintenance of the Commonwealth’s highway system.

**American Trucking Association** – The company has advised the American Trucking Association (ATA) about the competing PPTA proposals to improve Interstate 81 through the use of toll revenues.

**Capitol Square Development Ventures** – Troutman Sanders participated as a partner in this PPEA proposal to renovate the aging buildings in Virginia’s Capitol Square complex.

**H+M Schools** – The firm represents the school construction division of the H+M Company in developing PPEA projects for school construction in Southside and southwest Virginia.

## Capital Results Projects:

Capital Results has successfully worked with numerous associations, corporations, non-profit organizations, and government agencies to accomplish their public affairs and government affairs goals. Capital Results has worked on projects through the PPEA and the PPTA, as well as other types of projects, which make the firm exceedingly qualified to work with VITA on this important project.

**Eli Lilly and Company** – Capital Results has represented Eli Lilly and Company on several fronts over its six years of service. The firm has developed and implemented communications plans to announce new jobs and new plant locations as well as help with managing communications around job relocations and layoffs. In addition, Capital Results also has assisted Lilly manage community relations, remain visible with advocacy organizations and the media.

**Virginia Trucking Association** – Capital Results has provided public relations, media relations and grassroots coalition development services to the Virginia Trucking Association in response to PPTA

proposals to improve Interstate 81. Services provided included media relations, developing and managing a diverse coalition of more than 125 members, and generating public support for the client’s position.

**VMS, Inc.** – Capital Results has worked with VMS, Inc. since 1998 to promote its PPTA projects relating to maintaining transportation assets in the Commonwealth. Public relations activities have included the Virginia market as well as across the country.

## Section 1.d

Provide the names, addresses, and telephone numbers of persons within the firm or consortium of firms who may be contacted for further information.



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## Section 1.e

Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.

### Financial Statements

VA1 members KDC, DPR, and EDS meet the equity interest criterion. The financial statements for KDC, EDS, and Ellerbe Becket are submitted in Section 3, Project Financing, a separately bound volume. DPR's financial statements have been sent to the Department of General Services as a sealed submission. This information is being submitted with the request that it be withheld from public release pursuant to Code of Virginia, Section 2.2-3705(A) (56).

## Section 1.f

Identify any persons known to the proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to The Virginia State and Local Government Conflict of Interest Act, Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2.

No persons or entities proposed for the KDC team would be obligated to disqualify themselves or their firm from participation in these projects due to a conflict of interest.

## Section 1.g

Identify proposed plan for obtaining sufficient numbers of qualified workers in all trades or crafts required for the project.

### KDC's Worker Plan

KDC is an Equal Employment Opportunity Employer and encourages the recruitment, training, and promotion of all employees regardless of race, sex, religion, color, national origin, age or disability.

If a position in a specific project becomes available, KDC will seek to fill such position with qualified applicants, first by promoting from within the existing ranks of qualified professionals at KDC, then through the use of State and local personnel placement agencies, using the aforementioned policy. KDC prefers to team with other companies who are philosophically aligned with such practices.

### EDS' Worker Plan

VA1 is committed to working with the Commonwealth to explore every option for the continued employment of Virginia's valuable IT professionals.

### DPR's Worker Plan

One of the most pivotal components of a successful project, other than selection of the General Contractor, is the selection of subcontractors that are capable, qualified, and able to provide competitive pricing. The assurance of subcontractors' performance while providing a competitive and economical approach to construction requires skilled management by the General Contractor and the Project Team in

pre-qualifying and selecting the subcontractors that will be invited to bid for each item of work. In summary, this process consists of:

- Pre-qualifying subcontractors
- Preparing bid packages
- Bidding and awarding the work
- Managing the selected subcontractors.

The significance of the subcontractor's role cannot be overlooked. Subcontractors, alongside DPR carpenters and laborers, put the work in place. As General Contractor, DPR will be charged with the task of managing the subcontractors and of reassuring the Owner and the Architect that the client's goals will be achieved.

## Section 1.h

Provide information on any training programs, including but not limited to apprenticeship programs registered with the U.S. Department of Labor or a State Apprenticeship Council, in place for employees of the firm and employees of any member of a consortium of firms.

### KDC's Training Plan

KDC recruits and maintains one of the highest levels of real estate professionals in the country. KDC seeks out qualified and moderated individuals that desire to be the best in their industry by constantly striving for higher standards, both corporately and individually.

KDC offers each individual the opportunity to take advantage of its educational assistance program, continuing education, and skills-related seminars. KDC encourages its professionals to undertake programs or tasks that advance them and, in doing so, adds value to the company.

It is intended that KDC and VA1 use available local institutions as a resource base for training personnel.

### EDS' Training Plan

Trained employees are fundamental to meeting client expectations. Therefore, EDS places a strong emphasis on providing the right training to the right individuals. Its employees possess an eagerness to learn and develop a willingness and ability to assimilate knowledge, and a desire to share this learning with others. These qualities are vital to providing outstanding service in support of the State's long-term success. Whether providing its employees with ongoing career development or training State employees to make technical and procedural changes, EDS is committed to providing continuous, quality training, at any time and anywhere in the world.

For decades, EDS has been recognized for its outstanding training and development programs. EDS has received ISO 9000 certification for many of its programs, which have evolved to include the following capabilities:

- Web-based training at an employee's desktop
- Global access to learning centers, 24x7
- Collaborative learning environment with e-mail, virtual communities, and bulletin boards
- More than 7,000 courses
- Curriculum relevant to EDS' and its clients' business needs
- Course material from institutions of higher learning and best-practice companies

- Integrated knowledge management systems that include an online catalog and support online scheduling, registration, training delivery, and reporting

EDS' training plans integrate education and practice, promote understanding and retention, and provide user-friendly training materials as reference tools. EDS will use the knowledge and capabilities of its internal training programs when collaborating with the educational institutions in southwest Virginia.

## DPR's Training Plan

One of the core values of DPR's guiding philosophy is *Ever Forward*. DPR believes in continual self-initiated change, improvement, and learning and the advancement of standards for their own sake.

In keeping with that philosophy, as well as its commitment to continually improvement, DPR provides employees with a variety of training programs.

All employees are encouraged to attend the following classes in their first year of employment:

- Current Best Practices Orientation (3 days) ? DPR Culture
- mPower
- Strategic Planning and Scheduling
- Change Management
- Project Administration
- Risk Management
- Injury-Free Environment
- OSHA

These classes are aligned with DPR's critical success factors and are designed to help employees adapt to its unique environment. Many other classes are available and listed in its training database in addition to seminars conducted by suppliers and subcontractors. The DPR training database provides information about classes, dates, instructors, and locations.

## Section 1.i

Provide information on the level of commitment by the firm or consortium of firms to use Department of Minority Business Enterprise firms in developing and implementing the project.

### KDC's Minority Commitment

As a national real estate developer, KDC touches many communities and companies in the process of serving our clients. KDC proudly promotes and encourages the employment of Highly Underutilized Business Zone (HUBZone) concerns, minority business enterprises (MBEs), and women-owned small businesses (WOSBs) internally and promotes their participation among its contractor, subcontractors, consultants, and vendors. VA1 a primary consultant that is a qualified women-owned Business in the Commonwealth of Virginia.

KDC will work with Ellerbe Beckett and DPR Construction to establish a level of the disadvantaged business that will satisfy the Commonwealth and VA1. Goals will be set for their participation. KDC will offer contracting opportunities for prime vendors as well as second-and third-tier subcontractors. KDC will be responsible for the solicitation efforts and will report to the Commonwealth progress toward

the stated goals. KDC has a successful record of implementing their programs with numerous General Services Administration projects.

## EDS' Minority Commitment

EDS has a demonstrated history of active support for the small business (SB) community. From the achievement of established SB program goals, to participation in mentor-protégé programs and SB associations, to the community's recognition of its support of SBs, EDS is proud of its SB efforts. That support is further demonstrated by the inclusion of Pathwise Partners and Code X as subcontractors to EDS. Pathwise Partners, a woman-owned, Virginia-based SB subcontracting to EDS, will facilitate staff transition through cultural change management. Code X, a minority-owned, Virginia-based SB subcontracting to EDS, will provide technical expertise, particularly in the area of database migrations.

As part of its continued commitment to SB development, EDS is an active participant in the DoD Mentor-Protégé Program and the Department of the Treasury Mentor-Protégé Program. Through these programs, EDS provides developmental assistance to small disadvantaged businesses (SDBs) in an effort to improve their ability to compete equitably. Such assistance extends to the development of business, marketing, and strategic plans, improvement of the firm's infrastructure, proposal and program management training, Web site creation, and development of marketing collateral. EDS' commitment to this developmental program provides full-time management support to work with each protégé, thereby achieving long-term partnering relationships.

With DISA as its sponsoring agency, EDS has been a mentor in the DoD Mentor-Protégé Program since 1997. The Office of the Secretary of Defense (OSD) presented Nunn-Perry Awards in 2003 and 2004 to EDS and its protégé firm.

The Nunn-Perry Awards are presented each year to outstanding mentor-protégé relationships across the country. The award is named for former Senator Sam Nunn and former Defense Secretary William Perry. Nunn sponsored the legislation to create and fund the Mentor-Protégé Program, and Perry was responsible for its implementation.

Mentor firms participating in the DoD Mentor-Protégé Program may submit nomination packages for each active mentor-protégé relationship. These packages are voted on by a panel of government officials, both within and outside of the Mentor-Protégé Program. Judging is based on two major criteria: the overall quality of the mentor's program, and the mentor firm's ability to develop its SB protégé.

In 1988, EDS established its Small and Small Disadvantaged Business Program Office. The office was established to counsel and assist SBs, SDBs, and WOSBs and to promote awareness of the Small Business Program Office among EDS personnel. This office will coordinate the efforts of VA1 technical personnel and business and vendor representatives.

In 1991, EDS took a further step to increase opportunities throughout the company to encourage the use of minority-owned SBs and WOSBs by forming the Minority- and Women-Owned Business Enterprise Development Group. This group serves as a central contact point for sharing and disseminating information throughout all EDS organizations. In fulfilling its role, this group has built a database of minority- and WOSBs by making presentations to chambers of commerce and business organizations across the country and by circulating literature that encourages participation in the database. This group also has collected more than 2,400 profiles of WOSBs and minority-owned small businesses throughout the United States. The VA1 program manager (PM) will have access to the database and the profiles.

EDS’ commitment to promoting subcontracting opportunities for SBs is further demonstrated by historical achievement of federal agency SB contracting goals. Together with the outreach efforts and procurement commitment described, EDS has used focused procurement strategies to verify that SBs are provided an equitable opportunity to participate in its government programs. Strategies such as set-aside procurements have promoted the use of SBs, thus achieving subcontracting goals on programs for the DoD, Department of Commerce, and other federal agencies. EDS has used such strategies to procure technical labor and equipment to provide the best solution for its clients while promoting the participation of SBs in highly technical programs. This strategy was used for technical labor on one of EDS’ programs for the Bureau of the Census. The entire procurement was set aside for SBs. More than 30 SBs were solicited, and the result was multiaward subcontracts to SBs throughout the United States.

For more than six years, EDS’ U.S. Government Solutions group has exceeded the governmentwide goal for SB and SDB concerns. Its commitment to promoting subcontracting opportunities for SBs is further demonstrated by its historical achievements. For fiscal year (FY) 2001 and FY 2002, EDS exceeded the Federal Government’s goals for SBs and SDBs. With the Government’s effort to increase use of veteran-owned small businesses (VOSBs), EDS far surpassed expectations in FY 2001 and FY 2002 by allocating 5.6 percent and 17.2 percent, respectively, of its subcontracting dollars to VOSBs, as shown in the following tables.

For more than six years, EDS Government Solutions has exceeded the government-wide goal for small and small-disadvantaged business concerns. For FY 2003, EDS has exceeded the federal government’s goals for small and small disadvantaged businesses. With the Government’s effort to increase utilization of hubzone and veteran owned small businesses, EDS far surpassed the Government’s expectations as seen in the following chart:

EDS Government Solutions			
2003	Small Businesses	\$504,266,184.31	32.96%
	Small Disadvantaged Businesses	\$135,093,252.86	8.83%
	Women-Owned Small Businesses	\$70,160,776.41	4.59%
	HubZone	\$82,418,519.65	5.39%
	Veteran Owned	\$80,580,881.94	5.27%

In addition to overall SB subcontracting statistics, EDS’ commitment to SBs is further illustrated by the Small Business Administration’s (SBA’s) and the Defense Contract Management Agency’s (DCMA’s) continued approval of EDS’ Small Business Program. For FY 2002, EDS’ Small Business Program was rated “Highly Successful” by the DCMA following the agency’s SB program audit.

EDS is eager to work with other Department of Minority Business Enterprise firms. EDS will do its part to keep the SB community a strong and viable component of the economy.

### DPR’s Minority Commitment

DPR is proud of its MBE and WOSB outreach efforts in the Richmond area. Locally, it has established trusting, mutually beneficial relationships with MBE and WOSB companies and the organizations that represent them. DPR is committed to all efforts necessary to increase participation among WOSBs and minority-owned SBs on its projects.

DPR's Minority Program Participation – An example of DPR's forward-thinking MBE and WOSB approach is the White Oak Semiconductor project in Henrico County. Through its proactive approach to MBE participation, DPR actually hired a special consultant to match local MBE and WOSB capabilities with the forthcoming scope of work packages. In many cases, DPR tailored the size of the bid package to allow the local MBE capabilities to participate in really building their businesses. One such business was actually created to service the rough carpentry requirements on several areas of the project. Commonwealth Construction was created and supported on the project through rapid pay processes and administrative assistance, which assisted the company to survive after the White Oak project. Currently, Commonwealth Construction is a strong MBE construction firm in the Richmond area. In fact, the *Richmond Times Dispatch* recently quoted Commonwealth Construction thanking DPR for giving it its start.

Many general contractors use pass-through organizations to meet their MBE commitments in the area. These pass-through organizations perform no work, hire and train no additional employees and leave no sustained growth in the MBE community. DPR chooses to take the progressive high-road approach in developing and growing MBE firms that contribute to the growth of the MBE community. Its MBE partners perform real work. They hire, train and grow real people. DPR does not simply take a percentage off the top for passing the revenue through its books.

DPR's program approach includes the following activities:

- Identifies construction packages when qualified minority firms are available.
- Develops and executes a project-specific outreach program to alert potential MBE/WBE firms of pending opportunities.
- Solicits bidding from qualified firms, offering pre-bid advice and guidance.
- Introduces possible MBE and WOSB firms as second-tier subcontractors, joint venture partners, and so on when contract packages are unlikely to have an MBE or WOSB prime.
- Conducts open bid preparation and estimation workshops and training sessions.
- Includes MBE and WOSB requirements in bidding documents.
- Provides guidance to potential MBE and WOSB bidders to quality their bids.
- Encourages non-MBE and WOSB bidders to include MBE and WOSB firms in their bid in the form of second-tier subcontractors, material and equipment suppliers, and so on.
- Develops a Rapid Pay Program for disadvantaged businesses.

### Ellerbe Becket's Minority Commitment

In all of its team's efforts to secure resources for the project, Ellerbe Becket will proactively use SB, SDB, HUBZone SB, VOSB, MBE, WOSB and disabled veteran-owned SB and DVOSB enterprises and meet or exceed required goals.

Ellerbe Becket is an Equal Opportunity Employer for all protected groups, minorities, women, veterans and disabled veterans. In addition to its aggressive Affirmative Action plans in-house, it makes every effort to use qualified MBE and SDBs in accordance with the provisions of Public Law 95-507.

### Staubach's Minority Commitment

Independent of this specific proposal, one of Staubach's goals is to promote the involvement of women, minorities and persons with disabilities throughout its organization. This goal manifests itself in many ways, including the following:

- Staubach is one of the few national firms in the commercial real estate industry that is led by a woman President – Elysia Holt Ragusa.
- Staubach’s Washington, D.C., office was privileged to receive the company’s Diversity Award for the past two years.

These facts point to Staubach’s commitment to hire personnel of all colors, ethnic backgrounds and beliefs. Currently, this attitude transcends the internal hiring and promotion practices of the company and extends to contracting and partnering also. Staubach is committed to using SBs, WOSBs and minority-owned businesses for this contract.

## Section 1.j

For each firm or major subcontractor that will perform construction and/or design activities, provide the following information:

- (1) A sworn certification by an authorized representative of the firm attesting to the fact that the firm is not currently debarred or suspended by any federal, state or local government entity.

Sworn certificates for DPR and Ellerbe Becket may be found in Appendix F, Sworn Certificates.

- (2) A completed qualification statement on a form developed by the Commonwealth that reviews all relevant information regarding technical qualifications and capabilities, firm resources and business integrity of the firm, including but not limited to, bonding capacities, insurance coverage and firm equipment. This statement shall also include a mandatory disclosure by the firm for the past three years any of the following conduct:
  - (A) bankruptcy filings
  - (B) liquidated damages
  - (C) fines, assessments or penalties
  - (D) judgments or awards in contract disputes
  - (E) contract defaults, contract terminations
  - (F) license revocations, suspensions, other disciplinary actions
  - (G) prior debarments or suspensions by a governmental entity
  - (H) denials of prequalification, findings of non-responsibility
  - (I) safety past performance data, including fatality incidents, “Experience Modification Rating,” “Total Recordable Injury Rate” and “Total Lost Workday Incidence Rate”
  - (J) violations of any federal, state or local criminal or civil law
  - (K) criminal indictments or investigations
  - (L) legal claims filed by or against the firm

VA1 members have not experienced any of the foregoing conduct with the following exceptions.

### Ellerbe Becket Award

Ellerbe Beckett has experienced one termination, which resulted in a mediation award to Ellerbe Becket.

### DPR Claims

**Project Name:** Bellevue Technology Tower  
**Location:** Bellevue, Washington  
**Client Name:** E&H Properties  
**Nature of Claim:** DPR Filed Liens



**Current Status:** Property was sold at foreclosure on June 14, 2002, but courts preserved DPR's lien standing to obtain payment for work performed.

**Project Name:** IKEA, Potomac Mills  
**Location:** Woodbridge, Virginia  
**Client Name:** IKEA  
**Nature of Claim:** Subcontractor Defective Work (delaminated concrete slab).  
**Current Status:** Settled.

**Project Name:** Pala Indian Casino  
**Location:** Pala Indian Reservation, California  
**Client Name:** Pala Band of Indians  
**Nature of Claim:** Owner's Failure To Pay for Directed Changes in the Work.  
**Current Status:** Award in August 2003 in DPR's favor; awaiting payment of award.

**Project Name:** Summit Medical Center  
**Location:** Oakland, California  
**Nature of Claim:** Dispute Over Final Reimbursement of Costs  
**Current Status:** Settled by Negotiation Among the Parties.

### Thompson + Litton Claim

**Project Name:** Castlewood Water Treatment Plants.  
**Plaintiff/Owner:** Russell County Water & Sewage Authority.

This current litigation is a dispute over alleged defects in the design and construction of two water treatment plants. The Owner has brought forth a suit against the project engineer, the contractor, and one subcontractor. The dispute is in the early stages of litigation, and Thompson + Litton is optimistic that it will ultimately be vindicated.

### EDS Safety Records

OSHA considers EDS in a low hazard industry. As a result EDS is not required to keep OSHA statistics, on a corporate wide basis. The total recordable case rate for EDS select site report to the Bureau of Labor Statistics is: 2002 - 0.31; 2001 -0.29; 2000 - 0.20.

### Section 1.k

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|---|
| <p>k. Worker Safety Programs: Describe worker safety training programs, job-site safety programs, accident prevention programs, written safety and health plans, including incident investigation and reporting procedures.</p> |
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### KDC's Safety Program

KDC is proud of its excellent safety record on all projects. Its role in the project's workplace safety programs will be to diligently enforce an attitude of safety first in all companies, vendors ,and individuals that enter each site. The KDC individuals who will be assigned to these projects have attended safety workshops and are familiar with the OSHA standards for jobsite safety. KDC will uphold the standards of the Federal, State and Local laws that effect construction safety practices.

Proper equipment, protective gear, and basic safety practices will be monitored and upheld by KDC and its subcontractors. It will hold safety meetings, properly post Material Safety Data Sheets (MSDS) information, and document safety reports and accidents.

KDC will maintain a policy of drug-free and alcohol-free personnel and jobsites. Firearms will be prohibited from jobsites and signage will be posted to that effect.

### DPR's Safety Program

DPR maintains a strong ongoing commitment to safety. The company has been recognized twice since 2000 by the ABC Metro Washington Chapter with the "Certificate for Recognition of Safety Excellence."

DPR evaluates the safety performance of each subcontractor as part of the pre-qualification process.

DPR's complete Environmental Health and Safety Program is too extensive to include in this proposal, but it can be made available to VITA if it so wishes.