

OUTLINE OF TESTIMONY

ADRIAN WASHINGTON, JUAN POWELL & PATRICK COOPER
NEIGHBORHOOD DEVELOPMENT COMPANY

- I. Introduction and experience
- I. Proposed development and uses
- II. Role in development process
- III. Conclusions

Adrian G. Washington

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BUSINESS EXPERIENCE

THE NEIGHBORHOOD DEVELOPMENT COMPANY, WASHINGTON, DC: 1998 - Present

Principal. NDC is a real estate development company specializing in urban infill projects. Founded in 1998, the company has completed and is developing over 1.6 million square feet of real estate as both lead developer and joint venture partner, with a focus on the emerging neighborhoods of Washington, DC.

THE ANACOSTIA WATERFRONT CORPORATION, WASHINGTON, DC: 2005 - 2007

President & CEO. The Anacostia Waterfront Corporation (AWC) was created to implement the \$10 billion, 20 year vision for a clean and healthy Anacostia River and the revitalization of the communities along its shores. AWC's mission is to build a world-class waterfront that is cherished by the citizens of Washington and celebrated as a model for rebuilding inner cities.

THE NATIONAL HOUSING PARTNERSHIP (NHP), INC., WASHINGTON, DC: 1993 - 1998

Vice President and General Manager – NHP Health Care Services: 1996 - 1998

Vice President – Acquisitions: 1994 – 1996

Director – Marketing and Strategic Planning 1993 – 1994

Managed 150-employee division: operations, marketing, finance, information systems, legal and human resources. Restructured business resulting in significant increase in revenues and profitability. Exceeded 1997 profit budget by 45%. Identified acquisition candidates, oversaw underwriting, negotiations, transaction structuring, financing, due diligence, legal, tax and accounting. Successfully acquired \$300+ million in properties and underwrote \$2+ billion. Developed corporate-wide marketing and strategic plan.

A. G. WASHINGTON ASSOCIATES, WASHINGTON, DC: 1989 - 1993

President & CEO. Founded real estate development and management firm specializing in substantial renovation of single and multi-family properties. Company also engaged in construction, construction management, and property management.

MERCER MANAGEMENT CONSULTANTS, WASHINGTON, DC: 1985 - 1989

Senior Associate. Assisted client senior management in the development and implementation of corporate strategy. Analyzed current business operations, industry dynamics, and competitive positioning, presented recommendations; maintained client relations. Managed team of consulting professionals. Industry experience included real estate, financial services, and health care.

EDUCATION

HARVARD BUSINESS SCHOOL, BOSTON, MA: 1983-1985

MBA. Concentration in finance and marketing. COGME Fellow.

STANFORD UNIVERSITY, PALO ALTO, CA: 1976-1980

BA. Concentration in economics and political science. National Achievement and Stanford University academic scholarships. Received fellowship for Overseas Study Program in London and Oxford University.

COMMUNITY SERVICE

Past President, African American Real Estate Professionals of Washington, DC; Former Chair, Board of Trustees, Capital City Public Charter School, Washington, DC; Former Chairman, Board of Trustees, The Canterbury School, Accokeek, MD, Founding Member, Latin American Youth Center YouthBuild Public Charter School Board of Directors; Co-Chair, District of Columbia Comprehensive Housing Strategy Task Force

JUAN H. POWELL
Principal – The Neighborhood Development Company

EXPERIENCE SUMMARY

Twenty Six years experience as a project leader in a broad range of Commercial Real Estate Development Projects. Positions have included Principal, Co-CEO, Executive Vice President, Vice President, as well as Project Manager. Building types have included Multi-family Residential, Institutional, as well as Office Buildings. Experience includes new base building construction projects, interior renovations as well as corporate tenant build-outs.

Typical primary responsibilities include project team leadership, financial control and management, schedule accountability, design management, and construction management.

EDUCATION

The University of Maryland at College Park, Robert H. Smith School of Business, Masters of Business Administration (MBA), Finance, 1985.

Howard University, Washington, D.C., Bachelor of Science in Civil Engineering (BSCE), Cum Laude, 1982.

PROFESSIONAL EXPERIENCE

Neighborhood Development Company, LLC
NDC BUILDERS, LLC
Washington, D.C.
2004 - Present
PRINCIPAL

Assumed the role of Principal in June 2007. Prior to that, served as Co-CEO, and Executive Vice President. Since joining the firm in 2004, Juan Powell has been charged with overseeing operations related to development projects. These operations include selection and management of the design and consultant teams, assisting in the preparation and monitoring of the project budgets, orchestrating the permitting and utility process, and development of project schedules. NDC also provides construction management of all projects developed by the firm.

Primary Responsibilities of Project Operations:

- Participate in the selection, review, and operations related to property acquisitions.
- Prepare construction budgets on new projects
- Manage the financial progress on existing projects.
- Develop and maintain overall project schedules
- Work with design professionals on the design of future projects
- Manage the Permit process
- Solicit bids and issue contract agreements on projects to be constructed by 3rd party General Contractors.
- Solicit bids from subcontractors and issue subcontract agreements on self perform projects.
- Perform all construction management duties on active construction projects.
- Directly manage all on-site construction activities performed by General Contractors, subcontractors and/or NDC forces
- Manage the punchlist process
- Manage the value engineering process

- Manage the pre-construction process including budgeting and document review

The following projects have been managed or are currently being managed:

- **The Residences at Georgia Avenue – 4100 Georgia Avenue** – New seven story, 72 unit affordable residential project over a 10,500 sf retail space. Construction started September 2007 with a scheduled completion of February 2009.
- **CityVista – 5th & K Streets** – 441 Condominium and 244 Apartment project. Joint venture partner on both the Development team (L5K, LLC) and the Construction team (5th & K Construction, LLC). Project completed Fall 2008.
- **Nova Vitalis - 1106 / 1108 Columbia Road** – 40 Unit Condominium Project – Major renovation of two twenty unit buildings and conversion from cooperative to a condominium Project completed in fall 2007.
- **BCA Charter School - 209 Upshur** – District of Columbia Charter School. New 15,000 building Construction completed summer 2007.
- **New Plaza - 1115 12th Street** – 37 Unit Condominium Project. Moderate rehabilitation of an existing building. Construction is underway with completion scheduled for 3rd Quarter 2007.
- **The Lofts at Brightwood - 5832 Georgia Avenue** – 32 Unit Condominium Project. New Construction and adaptive re-use. Project completed 1st Quarter of 2007.
- **The Lamont Street Lofts - 701 Lamont Street**– 38 Unit Condominium Project – Major adaptive re-use of a former industrial building. Project completed 4th Quarter 2005.
- **Kennedy Flats - 604 / 610 Longfellow** – 40 Unit Condominium Project – Construction Completion and close-out. Project completed in 2004.

CarrAmerica Development Inc.
Washington, D.C.
1994 - 2004

VICE PRESIDENT and SENIOR PROJECT MANAGER

CarrAmerica Realty Corp., prior to it's 2006 acquisition by Blackstone, was a company with over \$4 Billion in real estate assets. CarrAmerica owned and developed properties in 12 markets through the United States. CarrAmerica Development has developed over 15 million square feet of office space. Juan Powell spent 10 years with CarrAmerica Development where he progressed from Project Manager to Senior Project Manager to the position of Vice President and Sr. Project Manager.

Notable Projects Managed while at CarrAmerica

NATIONAL ASSOCIATION OF REALTORS (NAR) – Construction Manager for new 100,000 sf, 11 story, Class A Office Building that is serving as the Washington DC Headquarters for the National Association of Realtors. The building is LEED Silver Certified. Base Building completed in April 2004.

INTERNATIONAL FINANCE CORPORATION (IFC) HEADQUARTERS BUILDING - Build-to-suit office building, 1.1 million square feet total, 730,000 sf of office and support areas on 12 floors, plus five levels of below grade parking. Construction completed February, 1997. Managed the design and construction of the interior component of the project.

KPMG TOWER - 233,000 sf interior build-out for BearingPoint (formerly KPMG Consulting) in a new building in Tysons Corner, VA. Directly responsible for managing consultants, contractors and vendors involved in all major activities associated with this facility including financial management, programming, design, contractor selection, construction administration, furniture selection and procurement, audio visual design and installation, security design and installation,

hoteling implementation, parking management, information technology management and client move. Move occurred in March 1999.

KPMG 2001 M STREET – Complete demolition and phased renovation of 190,000 sf building occupied by KPMG. Directly responsible for managing consultants, contractors and vendors involved in all major activities associated with this facility. This includes financial management, design, construction administration, furniture selection and procurement, audiovisual design and installation, security design and installation and information technology management. The final phase was completed in August 2001.

CARRAMERICA HEADQUARTERS - CarrAmerica moved into a new 62,000 space in June 1998. Managed the design and construction of the facility including programming, design documentation, furniture selection, contractor selection, construction administration, information technology design and implementation, and security installation.

HOST MARRIOTT HEADQUARTERS – Project Manager in charge of the build-out of Host Marriot's corporate headquarters. The project size was 75,000 sf and it is located in Bethesda, Maryland. Managed the design and construction of the facility.

KPMG 1660 INTERNATIONAL DRIVE – New 51,000 sf office build-out for KPMG located in Tysons Corner, VA. Managed all major components of high-end build-out with a very aggressive schedule. Responsibilities included design, construction, furniture, A/V, Security and Cabling. Construction started in June 2000 and finished in August 2000.

KPMG CONSULTING CAPITAL REGION BROADBAND SOLUTION CENTER – New KPMG Consulting 25,500 sf high-tech fast track facility developed to provide new technology solutions for clients of KPMG Consulting (now BearingPoint). Managed budget, design, construction, furniture, audiovisual, security and telecommunications. Construction started in January 2000 and occupancy occurred in March 2000.

The Clark Construction Group (formerly, The George Hyman Construction Company)
Bethesda, MD
1985 - 1994.
PROJECT MANAGER

With over \$2 Billion in annual revenue, The Clark Construction Group is one of the premier construction companies in the country. Juan Powell served in positions of increasing responsibility as he served in the capacity of Project Engineer, Cost Engineer, and Project Manager

Notable Projects Managed while at Clark

NATIONAL CREDIT UNION ADMINISTRATION - Build-to-suit office building, 170,000 sf of office area on 7 floors. 1992 -1993. Managed the interior construction component.

1001 PENNSYLVANIA AVENUE, Washington DC - Construction of new speculative office building, 1,000,000 total square feet.

INTERNATIONAL SQUARE - \$10 Million atrium/building renovation. Renovated building entrances, building lobbies, retail storefronts, and replaced atrium fountain and interior stone.

GWU HOSPITAL AMBULATORY CARE BUILDING - Construction of new 100,000 sf ambulatory care facility and renovation of existing adjoining building.

PATRICK W. COOPER

16305 Marlboro Pike, Upper Marlboro, MD 20772
Mobile 202.787.9374 / Home 301.627.4780

EXPERIENCE SUMMARY:

Eighteen years of experience as a real estate developer, project manager and project architect, with comprehensive experience in development, design and construction of mixed-use, multi-family, office, hospitality and medical projects including base building, tenant improvement and renovation projects.

PROFESSIONAL EXPERIENCE:

The Neighborhood Development Company, Washington, D.C. June, 2005 - Present

VICE PRESIDENT & PARTNER providing managerial oversight to teams responsible for project entitlement, design, project underwriting and construction efforts. Responsible for business development, ensuring equitable cost control, management of project management personnel, designers and general contractors. Charged with preparing and maintaining project proforma and schedules on multiple ongoing projects.

Carr America Development, Inc., Washington, D.C. June, 2000 – June, 2005

SENIOR PROJECT MANAGER responsible for direction, administration, timely completion and equitable cost control for all aspects of project development including programming, team assembly, permitting, design and construction for a diverse array of class A base building and high end tenant improvement space including the exhibition and theatrical spaces for the Newseum in Washington, DC.

Urban Development Group, Bethesda, Maryland December, 1998 – June, 2000

OWNER'S REPRESENTATIVE / PROJECT MANAGER responsible for development, design and construction management of hotel, commercial and office projects within metropolitan Washington, DC. and Maryland. Tasks included financial due diligence and preparation of marketing materials and financial packages towards prospective investors.

Brennan Beer Gorman Architects & Interiors, Washington D.C.

ARCHITECTURAL PROJECT MANAGER responsible for coordination of design production teams and engineering consultants. Civic liaison between the owner/client and District of Columbia. Responsible for providing solutions which fit both the owner's design proposals and national, state, and city code/zoning criteria.

EDUCATION: Bachelor of Architecture - May 1992

Hampton University, Hampton, VA

AFFILIATIONS:

2007 – 2010 appointee to St. Peter's School Board, Washington, DC - Serving a supportive community of Pre-K to Eighth Grade students, parents and teachers within Capitol Hill.

2004 – 2005 Carr America appointee to Jubilee Support Alliance, Board of Directors – JSA is a non-profit organization founded in 1984 that provides safe and affordable housing as well as life improvement strategies to the residents of Washington, DC.

PATRICK W. COPPER

List of Recent Projects

- The Residences at Georgia Avenue / 4100 Georgia Avenue, NW
 - Development / Project Manager for 72 unit affordable housing with Retail (Yes! Organic) grocer
- Newseum / 555 Pennsylvania Ave., NW / 650,000 sq. ft.
 - Senior Project Manager for theatrical, exhibition, and broadcast facilities
- Hilton Garden Inn / 815 14th Street, NW / 300 key, full service, restaurant & conference center
 - Architectural Project Manager & Development Construction Manager
- CityVista / 5th & K Street, NW / 1,250,000 sq. ft / Retail / Apartments / & Condominiums
 - Construction Manager
- National Treasury Employees Union Headquarters / 1750 H Street, NW
 - Senior Project Manager for base building / tenant improvements
- CarrAmerica Shared Service Center / 2500 Park Tower Drive, Merrifield, Virginia
 - Project manager for new accounting center centralizing company transactions across 11 markets
- Nova Vitalis / 1106 & 1108 Columbia Road, NW
 - Senior PM for 40 unit full rehabilitation / condominium conversion
- 16305 Marlboro Pike & 6400 Croom Station Road, Upper Marlboro MD
 - Architect / Developer / General Contractor for 7500 & 7000 sq. ft custom homes