

Phase I – Land Development:
Solicitation for Land Development Partner



McMILLAN SAND FILTRATION SITE | WASHINGTON, D.C.

ISSUED BY:



NCPC
ZONING COMMISSION
District of Columbia
BUILDING OUR CAPITAL CITY
CASE NO. 13-14
EXHIBIT NO. 73



Table of Contents



I. Introduction	2
II. Purpose of this Solicitation	3
III. Project Overview	
A. The Development Opportunity	4
B. Value Proposition of the McMillan Project	4
C. NCRC Development Approach and Strategy	4
D. Participation of Local and Small Businesses	7
E. Community Engagement and Participation	7
IV. Project Development Guidelines	
A. Community Stakeholder Revitalization Goals	8
B. Conceptual Land Uses	8
V. Development Approach and Strategy	
A. NCRC's Role	9
B. NCRC's Project Goals	9
C. Multi-Phased Development Strategy	10
D. Project Organization	13
VI. Land Development Partner Selection Process	
A. Compensation Program	14
B. Selection Process	14
C. Selection Criteria	15
D. Selection Process Timeline	15
Appendices	
A. Site History and Background	18
B. Land Development Partner Requirements	24
C. Submittal Requirements	26
D. Submission Procedures	30
E. Selection Process	31
F. Disclaimer and Limiting Conditions	32
G. Insurance Requirements	34
H. Contact Information	34
I. List of Contents on Companion CD-ROM	35

I. Introduction

The National Capital Revitalization Corporation ("NCRC", "Corporation") seeks a highly-qualified Land Development Partner ("Partner") to jointly implement the first phase of redeveloping the historic McMillan Sand Filtration Site ("Site") in Washington, D.C. ("District"). This first phase of redevelopment shall include pre-development, site assessment, land use planning, and land development activities designed to deliver ready-to-build pad and super-pad sites for a mixed-use, master-planned project. Subsequent phases of the McMillan Project ("Project") will include vertical building on completed pad sites, as well as ongoing operations and management of facilities and public spaces.

NCRC intends to act as Master Developer of the McMillan Project and will venture with a highly-qualified Land Development Partner (Phase I – Land Development) and Vertical Development Partners (to be solicited in subsequent phases). This Solicitation covers Phase I – Land Development only. After a Land Development Partner is selected, a full complement of contractors and fee consultants will be solicited to join the team.

The selected Land Development Partner must demonstrate its capabilities, financial capacity and experience to execute a complex, urban land development project. This Project encompasses infrastructure design and development, integration and adaptive re-use of historic structures and master-planned delivery of mixed-use pad sites – within an established and dynamic urban setting. The selected Land Development Partner will collaboratively assist NCRC in planning, securing approvals and implementing all land redevelopment activities for the Site.

Redevelopment of this Site is a significant undertaking that requires both superior technical expertise and a commitment to achieving NCRC's broad-based social objectives. In that regard, NCRC strongly supports and encourages the participation of local and small businesses (LSDBEs), as



Sand storage silo

certified by the D.C. Department of Small and Local Business Development. All potential Respondents should specifically refer to Section III-D of this Solicitation for further information on LSDBE participation.

This Solicitation contains detailed information on the McMillan Project, Development Guidelines, NCRC's Development Approach and Strategy and the Land Development Partner Selection Process. Furthermore, all necessary materials and procedural guidelines to prepare a thorough response and to participate in the selection process are included in this Solicitation.

II. Purpose of this Solicitation

NCRC seeks a highly-qualified Land Development Partner to undertake and manage Phase I – Land Development in partnership with the Corporation. The ideal Land Development Partner must clearly demonstrate its capabilities, financial capacity and experience to perform the following:

SKILL CATEGORIES	SPECIFIC SKILLS/ACTIVITIES	
<p>Pre-Development Capabilities</p>	<ul style="list-style-type: none"> • Coordinate and interact with community stakeholders • Manage and prepare materials necessary for local regulatory and zoning approval processes • Conduct comprehensive land use assessment and feasibility analyses • Manage a team of technical specialists and consultants • Design effective traffic mitigation solutions • Conduct market and economic feasibility studies • Address and design historic structure assessment, preservation and adaptive re-use programs • Engineer/design on and off-site backbone infrastructure systems • Engineer/design land stabilization solutions including treatment of below and above-grade un-reinforced concrete and masonry structures 	
<p>Financial and Project Management Capabilities</p>	<ul style="list-style-type: none"> • Prepare project pro-formas, full-cycle financial models and valuation analyses • Design capital management and phasing plans • Control operating expenditures according to budgets • Provide overall program management and compliance, including reporting • Account and report on investment of third-party at-risk capital 	<ul style="list-style-type: none"> • Manage project for quality control • Implement safety standards and procedures to ensure a safe environment for pedestrians and construction workers • Implement effective and proactive operating processes that identify and solve problems expeditiously • Regularly communicate updates and progress to owners, stakeholders and investors.
<p>Construction Capabilities</p>	<ul style="list-style-type: none"> • Provide overall construction management • Undertake complex land development processes • Install backbone utilities and infrastructure systems • Implement effective traffic and transportation impact mitigation solutions in an urban setting • Deliver marketable, ready-to-build pad and super-pad sites for multiple uses 	

III. Project Overview

A. The Development Opportunity

Redevelopment of the historic McMillan Sand Filtration Site, a 25-acre property located in the heart of the District of Columbia, represents a singular opportunity to adaptively reuse the former water filtration facility for Washington, D.C. The old McMillan Sand filters served as the District's water purification system for approximately 80 years. Operations were ceased in 1986 when the U.S. Army Corps of Engineer's Washington Aqueduct division built a more efficient treatment plant. Subsequently, the U.S. Army Corps sold the surplus land to the District government in 1987 for development purposes.

With impressive vistas of the U.S. Capitol Building, the Washington Monument and the Washington, D.C. skyline, the Site is a premier location in the heart of our nation's Capital. Through a multi-phased development strategy, NCRC and its Land Development Partner will develop a mixed-use, master-planned project that will embrace and adaptively reuse the historic nature and features of the Site. The Project will contribute significantly to the economic well-being and livability of the surrounding communities and the City as a whole.

B. Value Proposition of the McMillan Project

The McMillan Project offers several extraordinary opportunities:

- A 25-acre development site in the heart of Washington, D.C.
- A master-planned, mixed-use project within a vibrant urban setting
- An opportunity to implement innovative techniques and technologies for urban development and adaptive re-use/preservation of a historic site
- An opportunity to participate in an exciting, large-scale and long-term investment
- An affiliation with a world-class, socially-responsible development project

C. NCRC Development Approach and Strategy

NCRC is a publicly chartered economic development corporation charged with spurring the revitalization of underserved and emerging neighborhoods in the District of Columbia. This charge is accomplished through large-scale strategic business and real estate development partnerships that build communities, enhance job creation, provide neighborhood amenities, create affordable housing solutions and build capacity for small businesses.

The RLA Revitalization Corporation ("RLARC") is a subsidiary of NCRC charged with the management and disposition of a portfolio of more than 80 parcels of real property located in the District. Together with RLARC and its affiliates, NCRC has attracted over \$1 billion in private sector investments to District neighborhoods with another \$1 billion in the pipeline.

NCRC will utilize joint-development partnerships to accomplish its mission-based objectives for the Project. Additionally, a multi-phased development strategy will be pursued that seeks to:

1. Bring development products to market more quickly
2. Deliver quality, market-sensitive and financially viable products, services and amenities to the residents and businesses of the District
3. Ensure community and business involvement and input throughout the development process
4. Optimize local and small business participation throughout the Project's value chain
5. Capture greater value created by the Project to reinvest into underserved communities of the District

As Master Developer, NCRC also will collaborate with public and private capital partners to bring both investment and financing to the Project.



Partially collapsed underground filtration cell

Utilizing an effective network of strategic partners, NCRC and RLARC have successfully sponsored and developed several projects and currently have several other projects underway. This network includes numerous leading financial institutions, construction and development companies, local and small businesses, economic development corporations and community organizations. The table below includes a *representative* list of NCRC's and RLARC's partners and projects.

PROJECT	VALUE (\$M)	USES	PARTNERS
Portals	400	<ul style="list-style-type: none"> Mixed-use 	<ul style="list-style-type: none"> Republic Properties
CityVista	191	<ul style="list-style-type: none"> 55,000 sq. ft. grocery retail 75,000 sq. ft. neighborhood retail 685 condos, apartments – 20% affordable 	<ul style="list-style-type: none"> Lowe Development East Neighborhood Development Company Bundy Development CIM Urban
GPO/Republic Square	180	<ul style="list-style-type: none"> Office 	<ul style="list-style-type: none"> Republic Properties
TBD – Various Projects	150	<ul style="list-style-type: none"> Strategic equity partnership 	<ul style="list-style-type: none"> Morgan Stanley Real Estate Fund
Waterfront (Old Waterside Mall)	150	<ul style="list-style-type: none"> Mixed-use 	<ul style="list-style-type: none"> Forest City Washington Charles E. Smith/Vornado Realty Trust
DC USA	136	<ul style="list-style-type: none"> Regional shopping center, including Target, Best Buy, and Bed, Bath & Beyond 465,000 sq. ft. retail 1,000 space, below-grade parking garage 	<ul style="list-style-type: none"> Grid Properties Gotham Construction Clark Construction Smoot Construction Citibank Community Development
Mt. Carmel	130	<ul style="list-style-type: none"> 100,000 sq. ft. office space K-3 school 154 apartments, 180 condos – 20% affordable 	<ul style="list-style-type: none"> The Wilkes Company Mt. Carmel Baptist Church Quadrangle Development
Washington Gateway and Ft. Lincoln Townhomes	108	<ul style="list-style-type: none"> 272,000 sq. ft. retail, including Costco, Target +500 townhomes 	<ul style="list-style-type: none"> The Peterson Company New Town Corporation Pulte Homes
Skyland Shopping Center	100	<ul style="list-style-type: none"> +250,000 sq. ft. retail 1,100 surface parking spaces 	<ul style="list-style-type: none"> Rappaport Companies Harrison Malone Marshall Heights Community Development Corporation
Broadcast Center One	85	<ul style="list-style-type: none"> 76,000 sq. ft. commercial space, 21,000 sq. ft. retail 202 residential units 250 space, below-grade parking garage 	<ul style="list-style-type: none"> Four Points LLC (West Group) Ellis Enterprises Fannie Mae Jarvis Company
Highland Park	76	<ul style="list-style-type: none"> 257 apartments – 30% below-market rate 20,800 sq. ft. retail 	<ul style="list-style-type: none"> Donatelli and Klein

D. Participation of Local and Small Businesses

A critical mission-based objective for NCRC is creating opportunities for District-based small businesses to participate in the value created by its development projects. The selected Land Development Partner must share in this objective. Throughout the development of the McMillan Project, NCRC will implement policies and business decisions that support this objective.

NCRC requires that **LSDBEs maintain a minimum of 20% equity ownership and management control** of the selected Land Development Partner Entity (or the "Entity"). Qualified LSDBEs, as certified by the D.C. Department of Small and Local Business Development, are encouraged to respond to this Solicitation. Non-LSDBEs are encouraged to form joint-ventures or partnerships with LSDBEs in order to meet this ownership threshold.

NCRC also seeks to optimize contracting opportunities for LSDBEs. In addition to the above-stated requirement, NCRC requires **LSDBE contractors to perform at least 35% of the work (in terms of total development costs)** for Phase I – Land Development.

During the Land Development Partner selection process, NCRC will engage in discussions with prospective partners regarding the process/selection/procurement of contractors and fee consultants. **Therefore, prospective Land Development Partners should not select contractors and fee consultants at this time. Contractors and fee consultants will be selected after and apart from the Land Development Partner.**

E. Community Engagement and Participation

Inclusion of and outreach to community stakeholders are core philosophies for NCRC. The community was engaged significantly by the District in previous efforts to redevelop the Site. NCRC looks to build upon and enhance this relationship. The selected Land Development Partner will be expected to interact with a community advisory group throughout the development process. The selected Partner also will be expected to participate in leading two key community meetings (described below) during Phase I – Land Development.

1. Update on Site Conditions (at the completion of the initial Site Assessment)
2. Overview of master plan alternatives (at the completion of Land Use Planning)

IV. Project Development Guidelines

NCRC intends to implement a mixed-use, master-planned project for the McMillan Site. To be successful, this initiative ultimately must balance community stakeholder revitalization goals and sound real estate fundamentals. In collaboration, NCRC and the selected Land Development Partner must substantiate and validate the market demand, economic feasibility and engineering viability of all proposed land uses for the Site.

A. Community Stakeholder Revitalization Goals

Community stakeholders expressed the following six revitalization goals (outlined at the right) for the re-use of the McMillan Site. These goals were developed during a series of workshops and charrettes facilitated by the D.C. Office of Planning in 2000. NCRC and its selected Land Development Partner will use these goals as guiding principles in crafting the Master Plan and the pad development program for the Site. However, actual delivery of some key aspects of the development program may be the responsibility of building developers during subsequent (vertical development) phases of the Project.

B. Conceptual Land Uses

The development program for the Site will be defined by a Planned Unit Development (PUD). The potential uses for the McMillan Site may include affordable, workforce and market-rate residential options, recreation and open space, civic and cultural amenities and light commercial uses, such as retail, hospitality and office products. Most importantly, these uses will endeavor to respect and incorporate the historic nature of the Site.

Revitalization Goals

Developed during community workshops and charrettes held in 2000

Provide Open Space

- Publicly accessible for passive and active uses
- Strategically located to preserve existing views of the Site

Preserve, Adaptively Reuse Site Features

- Maintain courtyards as prominent connections to the adjacent Reservoir site
- Preserve stable cells for historic purposes
- Develop a mixed-use program
- Restore and incorporate the McMillan Fountain

Creativity

- Create “outside the box” designs and architecture
- Incorporate a monument, memorial and/or museum
- Explore the theme of advances in industrial technology

Mitigate Neighborhood Impacts

- Coordinate area-wide planning and development efforts
- Create architectural designs compatible with that of the surrounding neighborhoods and the Site’s historic character
- Encourage renovation of abandoned dwellings
- Enhance transportation options for the area; reduce noise, traffic and parking impacts

Feasibility

- Maximize revenue-producing opportunities on the private and not-for-profit components of the development

Responsiveness to Community Needs and Concerns

- Develop a program that would appeal to a diverse population of people



V. Development Approach and Strategy

A. NCRC's Role

NCRC will serve as the Project's Master Developer and will build a team of highly-qualified partners. Through this Solicitation, NCRC seeks a Land Development Partner for Phase I – Land Development *only*. In future solicitations, NCRC will seek Vertical Development Partners for Phase II – Pad Site (Vertical) Development.

NCRC will contribute land and capital to the partnership. The Corporation expects its Land Development Partner to share in the Project's risks and rewards through its contribution of at-risk services and capital to the deal. Further discussion is provided in Section VI – A.

B. NCRC's Project Goals

As Master Developer, NCRC seeks to accomplish the following goals for the McMillan Project:

1. To select private and public partners to jointly plan, invest in and implement a balanced and feasible development program
2. To include affordable and workforce housing as residential options
3. To optimize LSDBE participation throughout all phases of the Project
4. To promote the use of advanced technical solutions to ensure engineering viability and economic feasibility
5. To exercise control over the timing and execution of Phase II – Pad Site (Vertical) Development
 - a) through a phased, balanced land use plan
 - b) through the selection of highly-qualified Vertical Development Partners when NCRC deems appropriate
6. To capture and reinvest economic value created through the use of creative financing tools, including public, private and community sources

C. Multi-Phased Development Strategy

Phasing – NCRC anticipates a two-phase development program involving 1) Land (Horizontal) Development and 2) Pad Site (Vertical) Development. NCRC anticipates these two phases will include, but will not be limited to, the following activities:

NOTE: The phasing schedule below estimates the Project timetable and is subject to change.

McMillan Sand Filtration Site Estimated Project Phasing

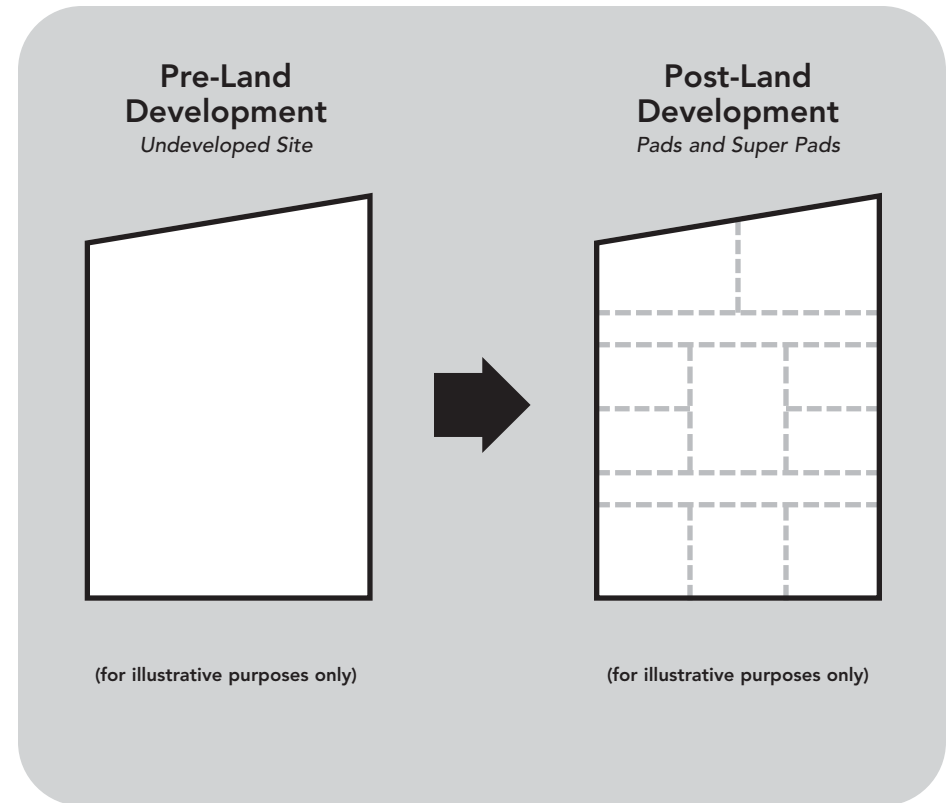
ACTIVITIES	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Phase I – Land Development											
Land Development Partner Solicitation	■										
Land Development Partner Selection/Negotiation		■									
Begin Selection of Fee Consultants and Contractors			■								
Site Conditions Assessment				■							
Land Use Planning				■	■						
Financial Analysis				■	■						
Site Engineering & Design				■	■						
Approvals **				■	■	■	■				
Construction				■	■	■	■	■			
Phase II – Pad Site (Vertical) Development											
Vertical Developer Solicitations					■	■	■	■			
Vertical Developer Selections/Negotiations					■	■	■	■			
Pad Sales						■	■	■	■		
Vertical Construction						■	■	■	■	■	

** Anticipated approvals include zoning/land use, historic preservation and required environmental clearances

1. Phase I – Land Development

Phase I – Land Development will consist of the activities listed below. The ultimate completion of this phase will result in approximately 15-20, entitled and ready-to-build pad sites serviced by backbone infrastructure including streets, utilities, lighting and common area amenities such as neighborhood recreation and open space, community facilities and landscaping.

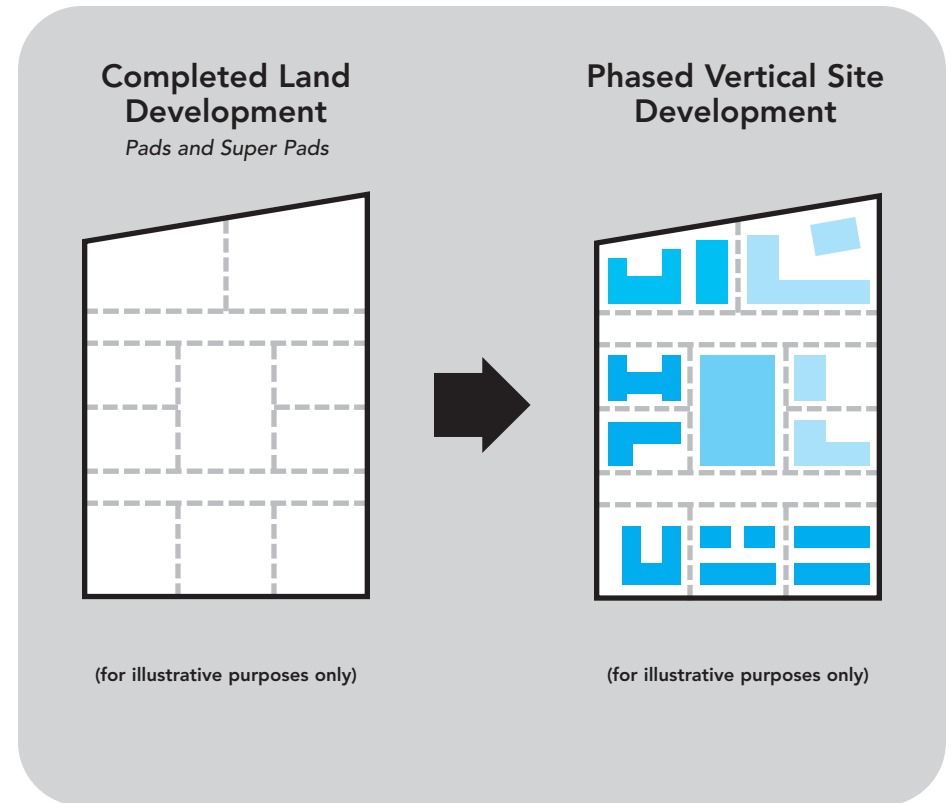
- **Site Conditions Assessment**
- **Land Use Planning**
- **Financial Analysis**
- **Site Engineering & Design**
 - Master Planning
 - Urban Design
 - Civil/Structural Assessment
 - Traffic Planning and Engineering
- **Approvals**
 - Historic Preservation and Integration
 - Local Land Use Approvals
 - Entitlement Process (zoning, subdivision)
 - Environmental Reviews
- **Construction**
 - Site Stabilization/Demolition
 - Backbone Infrastructure Design and Installation
 - Pad Site Delivery



2. Phase II – Pad Site (Vertical) Development

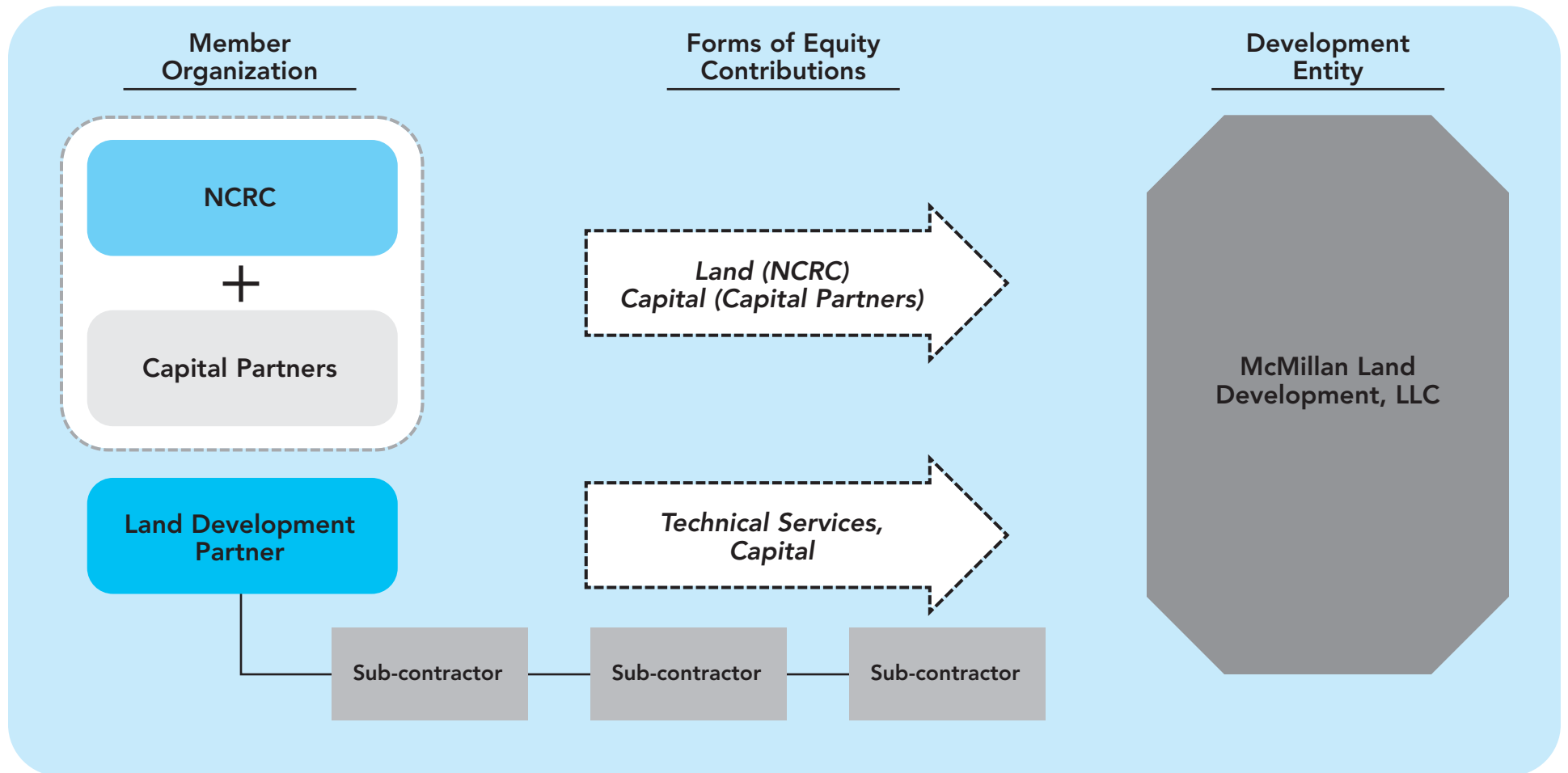
Phase II – Pad Site (Vertical) Development will consist of implementing the end-user building program according to the approved Master Plan. Land uses likely will include recreation and open space, cultural amenities, a variety of market-rate, affordable and workforce residential products and community-oriented commercial, hospitality and retail products.

Developers for subsequent (vertical development) phases will be selected via future public solicitations. **Through this Solicitation, NCRC will identify, evaluate and select a Land Development Partner for Phase I – Land Development only.**



D. Project Organization

NCRC envisions the following organizational structure (as illustrated below) for Phase I – Land Development of the McMillan Project.



VI. Land Development Partner Selection Process

In addition to the capabilities described herein, the selected Land Development Partner Entity, including other partners (such as LSDBEs), must demonstrate clearly the combined qualifications listed in the box to the right.

A. Compensation Program

NCRC will negotiate forms of compensation with its Land Development Partner. The Corporation, however, strongly desires a Land Development Partner that will assume some financial risk in exchange for an equity stake in the Project. **Therefore, NCRC is willing to structure compensation for the Land Development Partner as equity participation, or a combination of fee for services and equity participation.**

In the event that NCRC is unable to negotiate a compensation structure acceptable to it, in its sole discretion, NCRC reserves the right to terminate discussions/negotiations with the Land Development Partner (at no penalty) and to either (i) select a new Land Development Partner from any previously non-selected Respondents or (ii) to commence a new solicitation process.

B. Selection Process

Through the process described in this Solicitation, the Land Development Partner will be selected for exclusive negotiation with NCRC to enter into a partnership or similar agreement. The Corporation invites all qualified candidates to respond to this Solicitation. All contact information is provided in *Appendices: Section H – Contact Information*.

Qualifications

- A minimum of 10-years of comparable land development experience
- The financial capacity to provide guarantees or other securities to insure the successful completion of Phase I – Land Development
- Successful negotiation and completion of at least two (2) comparable public-private development projects
- Successful completion of at least two (2) commercial/residential mixed-use development projects
- Successful completion of at least two (2) comparable development projects that included significant public financing
- Successful completion of at least one (1) land development project with a minimum value of \$75M or size of at least 10 contiguous acres in an urban setting

C. Selection Criteria

Responses will be evaluated based on the categories listed below. Detailed submittal requirements are described in *Appendices: Section C – Submittal Requirements*.

- Directly related and comparable experience
- Past performance on similar projects (as a team and as individual team members)
- Financial capacity and capability of the Land Development Partner Entity
- Understanding of Project and the role of the Land Development Partner
- Unique and/or proprietary technical solutions to address land stabilization, mitigation of environmental impact, historic preservation and community involvement
- LSDBE equity participation in the Land Development Partner Entity

D. Selection Process Timeline

The selection process will follow the timetable below:

SELECTION TIMETABLE (SUBJECT TO CHANGE)	
Release Solicitation for Land Development Partner	End of July 2006
Site Tour and Pre-Submittal Meeting	August 31, 2006
Deadline to Submit All Questions and Requests for Clarification by 5:00 PM (Eastern time)	September 7, 2006
Posting of Answers to Questions and Requests for Clarification	September 14, 2006
Submittal Due Date by 5:00 PM (Eastern time)	September 28, 2006
Short-List/First Round Interviews	October 26 – November 9, 2006
Final List/Second Round Interviews (as needed)	November 10 – 30, 2006
Candidate Presentations to NCRC Board (optional)	December 2006/January 2007
Selection of Land Development Partner	End of February 2007



Appendices



A. Site History and Background

1. History of the McMillan Reservoir and Sand Filtration Plant

Named for Senator James McMillan, the McMillan Reservoir and Sand Filtration Plant were parts of a chain of public green spaces established in the Senator's 1901 Senate Commission Plan to beautify Washington. The grounds of the Site were designed by landscape architect Frederick Law Olmsted, Jr.

Following the death of Senator McMillan in 1902, the grounds of the Site were renamed McMillan Park. In 1905, the sand filtration plant initiated its purification operations for the District's drinking water supply. Considered a model filtration facility, the McMillan system distributed clean water to large sections of the District. Before McMillan, District residents used local springs and wells for drinking water, which oftentimes contained significant levels of bacteria. McMillan's innovative water purification techniques led to declines of water-borne illnesses and communicable diseases.

Due to national security concerns during the World War II era, the Site was fenced and became inaccessible to the public. The threat of contamination of the District's water supply was a grave concern for the District and federal governments.

After approximately eighty years of operation, the plant was decommissioned in 1986 and later sold to the District government in 1987 for \$9.3M to be used for community development purposes. In 1991, the Site was designated a Historic Landmark and listed on the D.C. Inventory of Historic Sites.

On March 29, 2006, Mayor Anthony Williams announced the Government of the District of Columbia and NCRC had executed a Memorandum of Understanding ("MOU") that permits the transfer of the 25-acre McMillan Sand Filtration Site to NCRC for redevelopment.

Historic Milestones

- 1905 – Construction of McMillan Sand Filtration Plant Completed**
- 1942 – Public access to Site restricted due to wartime concerns**
- 1986 – Sand filtration operation closed**
- 1986 – Site ownership transferred from U.S. Army Corp of Engineers to GSA**
- 1987 – Site sold to District government for \$9.3M**
- 1991 – Site listed on D.C. Inventory of Historic Sites**
- 2006 – Site transferred to NCRC**



2. Existing Condition and Community Setting

a. Land Use

Since it was acquired by the District in 1987, the Site has not been used, modified or developed for any purpose and has remained vacant and inaccessible to the public. The Site has been under NCRC's management since the transfer on March 29, 2006. NCRC has initiated a grounds cleaning and maintenance program and has posted highly-visible signage identifying the Company's control of and presence on the Site.

b. Environmental Condition/Concerns

A Phase I Environmental Assessment was completed in August 2000 by C.C. Johnson and Malhotra, PC. The Assessment revealed no evidence of environmental conditions impacting the McMillan Sand Filtration Site. NCRC intends to follow-up on this assertion to confirm that no environmental conditions have arisen since the August 2000 assessment. This report is provided electronically in *Appendices: Section I – List of Contents on Companion CD-ROM, as part of the Structural/Geotechnical Engineering Evaluation.*

c. Infrastructure and Utilities

Water, drainage, sewer, electrical and telecommunications infrastructure do not exist on the Site but are present in close proximity. NCRC has official maps and documentation showing and describing the exact locations of live utilities infrastructure near the Site. Furthermore, NCRC has engaged several District utilities services providers to facilitate future infrastructure planning and engineering efforts. Honoring the service providers' requests for confidentiality, the maps and documentation are not included in the McMillan package. Respondents may contact the agencies and companies directly to ascertain these materials.

d. Zoning

The Site currently is zoned R-5-B, which allows for medium density residential development. The Site will be rezoned for its ultimate, approved uses through a Planned Unit Development (PUD) or similar entitlement process in cooperation with the Office of Planning and the Zoning Administrator.

e. Dimensions, Structural and Geotechnical Conditions¹

(i) Site Dimensions (all dimensions are approximate)

- Total Site is 25 acres
- Site consists of 20 un-reinforced concrete vault structures (filter cells) located beneath the surface of the ground plane
- Each cell: 1-acre, 150' x 300'
- Arch-shaped top slab supported on 22" square columns spaced 14' on center
- The structure is covered with 2' of soil
- 2,100 manholes cover the Site – 105 manholes/cell (20)

(ii) Structural Condition

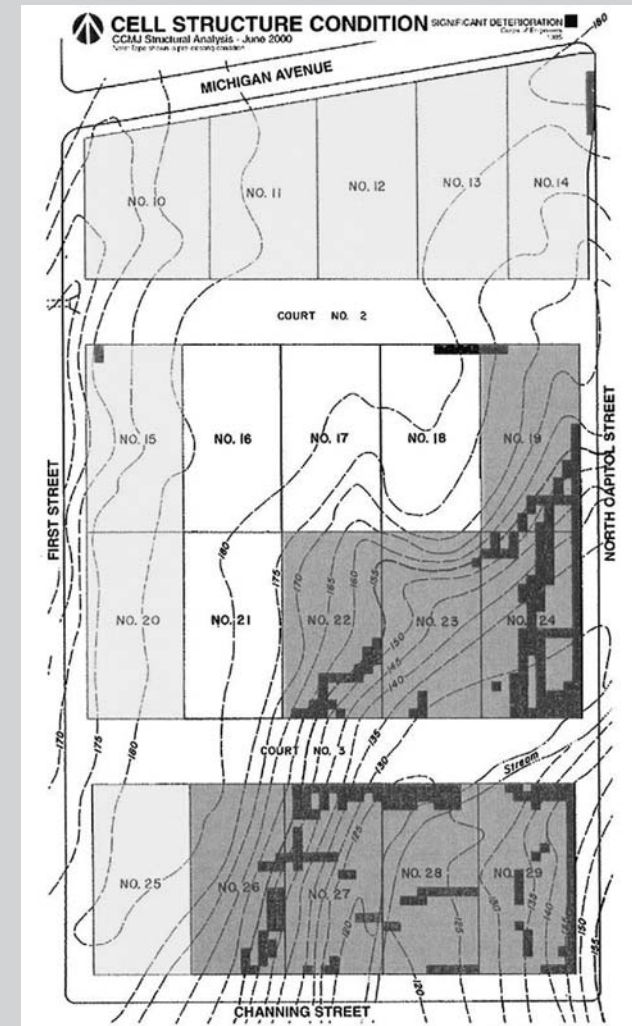
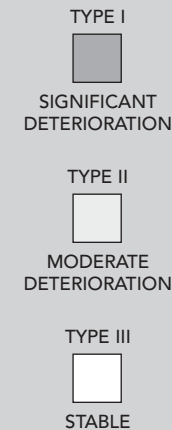
- Structural condition worsened over 32-year period (1968-2000); in 2000, cell structural condition was expected to continue to deteriorate
- 4 of 20 cells (20%) were in stable condition – reasonable chance to preserve cells for adaptive re-use
- 8 cells (40%) were moderately deteriorated – deemed unsalvageable
- 8 cells (40%) were significantly deteriorated – deemed unsalvageable

(iii) Prescribed Land Stabilization Alternatives

- **Preservation:** Reinforce the existing cells to prevent further deterioration and to allow for re-use either above or below grade
- **Fill:** Compact cells with sand to prevent further cracking and bulking to allow for above grade re-use
- **Demolition:** Remove portions of or entire cell structures to make those particular areas suitable for redevelopment

¹Source: Final Report and Recommendations, Greenhorne & O'Mara, Inc., January 2001
(Included in Appendices: Section I – List of Contents on Companion CD-ROM)

Cell Structure Condition¹



f. Traffic Conditions and Transportation

The Site is located at the nexus of two major roadways in the northwestern quadrant of the District: North Capitol Street and Michigan Avenue. The Site also is located approximately two miles north of the U.S. Capitol. North Capitol Street is a six-lane principal north-south artery. Michigan Avenue is a two-way, two lane east-west arterial thoroughfare.

Both North Capitol Street and Michigan Avenue are heavily traveled during the AM and PM peak hours. The Brookland Transportation Study (included in *Appendices: Section I – List of Contents on Companion CD-ROM*) conducted by the D.C. Department of Transportation (DDOT) in 2005 is the most recent and relevant assessment of traffic conditions. This study specifically addresses Michigan Avenue and its intersection with North Capitol Street. The study indicates that the level of service at this location is poor (Level D) during peak AM and PM hours.

Public transportation is accessible from the Site. The cross-town bus lines, Routes H2, H3, and H4, travel east and west along Michigan Avenue, with stops at the Site, and serve the nearby Brookland–CUA Metrorail Station, which is approximately a twenty minute walk east of the Site. The Route 80 bus also serves the Site’s area, traveling along Michigan Avenue between the Site and the Brookland-CUA Metro Station and along North Capitol Street.

g. Historical Preservation Considerations

The Site, together with the adjacent McMillan Reservoir, was named an American Water Landmark by the American Water Works Association in 1989. The D.C. Historic Preservation Review Board (“HPRB”) designated the McMillan Sand Filtration Plant Site as a historic landmark in the D.C. Inventory of Historic Sites and recommended its nomination to the National Register of Historic Places on August 1, 1991. Listing on the D.C. Inventory requires that the D.C. HPRB review and approve any development plans and any building permit applications for the Site.



Aerial view of McMillan Site and surrounding area

The President’s Advisory Council on Historic Preservation determined the Site to be eligible for the National Register of Historic Places in 1992. However, to date, no application to list the property on the National Register has been formally submitted.

Lastly, the Site was listed on the DC Preservation League (DCPL) list of Most Endangered Places in 2000. As a result, DCPL must review any proposed development plans for the Site and will determine approval based on compatibility and enhancement value to the Site.

h. Land Use Planning Background

Considerable land use planning and analysis has been conducted with regard to the Site since the District acquired it in 1987. In 1999 and 2000 the DC Office of Planning commissioned consultants to chronicle the Site's history, to assess market economics of the surrounding areas, to analyze the Site's landscape, to assess the Site's structural and environmental conditions, and finally, to explore various development concepts for the Site. These analyses and their corresponding recommendations are captured in Final Report and Recommendations, January 2001, referenced earlier in this document.

The character of land uses in the surrounding areas consists of institutional uses to the north and to the west and residential uses to the south and to the east. The Washington Hospital Center and U.S. Soldiers and Airman's Home lie to the north. Trinity College and various residential products are located to the east and more residential properties are located to the south. Lastly, the McMillan Reservoir and Howard University are located west of the Site.

Within the adjacent residential areas, the predominant housing type is the classic Victorian-style row house, a common residential product type in District of Columbia neighborhoods. Significant open space exists in the surrounding area, principally located north of the Site on the Soldier's Home property, which is inaccessible to the public. Two neighborhood community centers are located in the Edgewood and Parkview areas.

Market studies conducted in 2000 (Hammer, Siler, George) indicated that the surrounding areas (within a half-mile radius) is undersupplied in retail, residential and recreational offerings. Further, the studies asserted that retail offerings were limited to small corner markets, which are principally located six to seven blocks westward along Georgia Avenue and seven to ten blocks south of the Site on Rhode Island Avenue. The closest large scale retail shopping center is located almost two miles away near Rhode Island Avenue and 4th Street, NE. This shopping center was delivered in 2003 and is anchored by a Home Depot and a Giant grocery store. Additional small-scale retail is scheduled for delivery to this shopping center over the next 18 months.



Aerial view of McMillan Site

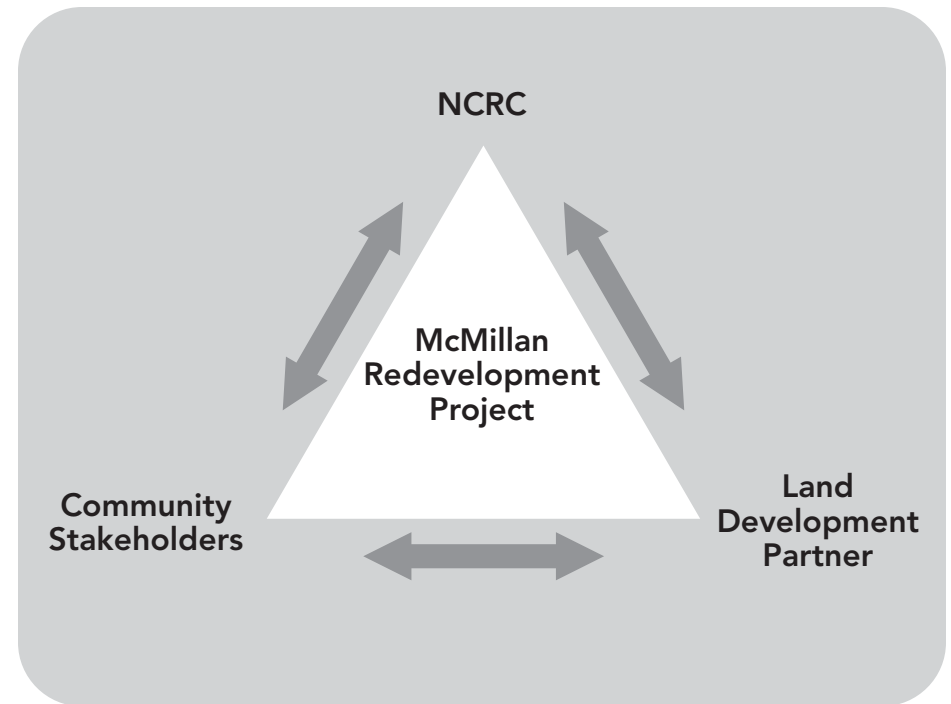
3. Community Involvement in the Development Process

Pursuant to its mission, NCRC will continue to engage the community stakeholders throughout the land development process. Since the Site was transferred to NCRC, the Corporation has initiated and held a large community meeting and several one-on-one meetings with community leaders that generally have cultivated goodwill for the Project.

Along with NCRC, the Land Development Partner should expect to participate in several meetings with community organizations and leaders during Phase I – Land Development. NCRC envisions its Partner's involvement in at least two ways:

- Communicating regularly (schedule TBD) with a small working group comprised of elected neighborhood officials, civic organization leaders, and local clergy to provide project status reports and to discuss their concerns
- Participating in at least two (2) community presentations to discuss the Site's conditions and master plan options

The methods of interaction with the community are not limited to those described above. NCRC expects full cooperation and flexibility from its Land Development Partner.



B. Land Development Partner Requirements

1. LSDBE Participation

To foster and promote equal opportunity throughout the real estate value chain, NCRC includes local and small business enterprises (LSDBEs), certified by the District's Department of Small and Local Business Development, in all of its projects. Such enterprises are classified according to the following categories and descriptions:

- A local business enterprise
- A disadvantaged business enterprise
- Having a resident business ownership
- Operating in an enterprise zone

In order to maximize competition and optimize opportunities for LSDBEs, Respondents are precluded from entering into exclusive teaming agreements with these firms. Businesses certified by the Department of Small and Local Business Development are encouraged to participate on as many teams as possible.

2. NCRC Goals for LSDBE Participation

Following selection of its Land Development Partner, NCRC and/or its Partner will solicit and select contractors and fee consultants to assist in Phase I – Land Development consistent with a process to be negotiated amongst the parties. Respondents should understand NCRC's goals regarding the participation of LSDBEs throughout the development process. NCRC will include LSDBEs in the following ways:

- **Equity Participation**
 - At least 20% of total equity ownership and management control of the selected Land Development Partner Entity
- **Contracting Participation**
 - At least 35% of subcontracting services (in terms of total development costs) must be awarded to LSDBEs
- **Entrepreneurial Opportunities**
 - NCRC is committed to recruiting and placing local businesses and community partners in the Project
- **Community Capacity Building (Employment and Training)**
 - NCRC is committed to considering District residents for jobs resulting from contracts awarded in connection to this Project

3. Residency Hiring Requirements for Contractors and Subcontractors

The Project also will be subject to District of Columbia First Source and District Residency Hiring Requirements: In accordance with D.C. Law 5-93; D.C. Code § 2-219.01 et seq. as amended, the NCRC and its Land Development Partner (“Land Development Partnership Entity”) and fee consultants and contractors shall be required to execute First Source Agreements with the District of Columbia Department of Employment Services (DOES) prior to beginning work. The First Source Agreement requires:

- At least fifty-one percent (51%) of the Land Development Partnership Entity’s employees hired after the Land Development Partner enters into a contract with NCRC, or after fee consultants and contractors enter into contracts with NCRC and/or its Land Development Partner, to work on the Project, shall be residents of the District of Columbia
- 20% of those new jobs shall be designated for residents in the ward in which the work is being performed

NCRC and its Land Development Partner are required to develop and implement a local apprenticeship program as stated in NCRC’s enabling legislation and D.C. Code § 32-1401 et. seq., which mandates that 50% of all apprenticeship hours performed pursuant to any apprenticeship programs related to the construction and operation of the Project, shall be performed by District of Columbia residents.

Respondents are required to execute NCRC’s Pre-Apprenticeship Agreement, a form of which is included on the companion CD-ROM in *Appendices: Section I – List of Contents on Companion CD-ROM*. This Pre-Apprenticeship Agreement details the Land Development Partnership Entity’s obligation to inform fee consultants and contractors (with single contracts of \$100,000 or more) of their legal obligations to execute the District of Columbia First Source Employment Agreement in compliance with D.C. Law 14-24, D.C Law 5-93, as amended, and the Mayor’s Order 83-265, for recruitment, referral, and placement of District of Columbia residents.

Any prime contractor or subcontractor that fails to make a good faith effort to comply with the requirements of both the First Source Agreement and D.C. Code § 32-1401 et. seq. shall be subject to a monetary fine in the amount of 5% of the direct or indirect labor costs of the contract.

C. Submittal Requirements

1. Response Format

NCRC requires each submittal to conform to the format described below. Submissions that fail to conform may be deemed, in its sole discretion, unacceptable and such submittals may not be evaluated.

- I. Respondents shall submit five (5) unbound original and fifteen (15) bound copies of their submittals. Submittals may be spiral-bound or three-hole punched assembled in a binder.
- II. All submittal documents, including drawings, renderings, appendices and all other supporting documents shall be submitted on letter sized (8 1/2" x 11") paper with one inch margins and no smaller than 10 pt. font. Up to 10 pages of additional drawings and/or renderings (already part of the bound submittal) may be sized differently (up to 24" x 30") and included in the appendix section.
- III. Respondents shall submit one (1) CD containing a PDF file of the complete submittal. If applicable, the CD also shall contain any Excel file(s), including pro forma models, model assumptions and financial statements.
- IV. The total submittal shall not exceed 55 pages not including appendix items, such as resumes, proposed drawings or site plans or disclosures of potential conflicts of interest. NCRC reserves the right to disqualify, in its sole discretion, a team, if it determines the existence of a conflict of interest (or appearance thereof).
 - Section 1 – Executive Summary – 5 pages
 - Section 2 – Qualifications, Experience and Past Performance – 20 pages
 - Section 3 – Financial Capacity and Capability – 10 pages
 - Section 4 – Development Methodology Statement – 20 pages

Any pages exceeding the above limits will not be evaluated.

- V. A deposit in the amount of One Hundred Fifty Thousand Dollars (\$150,000) in the form of a Certified Check or Cashier's Check made payable to the National Capital Revitalization Corporation will be due with the submittal. Submittals will not be accepted without the full deposit. Deposits from the Respondents not selected for negotiations with the Corporation will be refunded within 30 days after the execution of a binding agreement with the selected Land Development Partner. At NCRC's sole discretion, deposits may be returned earlier for non-short-listed Respondents.

2. Due Date

All responses must be submitted to NCRC by September 28, 2006 at 5:00 PM (Eastern time). Responses submitted after this time will not be accepted for any reason. All responses must be sent to NCRC per the address provided in the *Appendices: Section H – Contact Information*.

3. Required Submittal Information

Section 1 – Executive Summary

Respondents must submit an executive summary addressing the Developer's overall understanding of and vision for the Project. This summary should include the envisioned relationship between NCRC and the Land Development Partner Entity, the anticipated project timeline and major development milestones, any unique proposed financing tools and/or development solutions, and ideas for achieving community outreach and LSDBE participation goals. The Respondent also is encouraged to address any other project issues it deems relevant.

Section 2 – Qualifications, Experience and Past Performance

Section 2A – Qualifications and Experience

The Land Development Partner Entity must have a minimum of 10 years of comparable land development experience.

For each principal, partner, joint venture partner and/or known major subcontractor, please identify the relevant disciplines or specialties (e.g., A/E design, development, construction and historic preservation consultant).

For each professional firm, the submittal should include a description of the firm's capabilities and the resumes of all professional staff who will work on this Project. Resumes must include relevant experience, education and professional certifications and must not exceed one (1) page in length. Resumes do not count against the page limitation. Include descriptions of roles and responsibilities for key professional staff.

Section 2B – Past Performance

Identify three (3) to seven (7) relevant projects in which the managing principal(s) or partner(s) had primary involvement and/or responsibility. Additional illustrative material describing previous experience would be helpful, including materials that demonstrate capabilities and comparable project scope; that identify the names and locations for previous projects, and that identify professional references and contact information including telephone numbers, email addresses and mailing addresses.

The three (3) to seven (7) relevant projects listed above must demonstrate the following characteristics: (Please note one relevant project may qualify for more than one of the requirements listed below)

- Successful completion of at least one (1) land development project with a minimum value of \$75M or size of at least 10 contiguous acres in an urban setting
- Successful negotiation and completion of at least two (2) comparable public-private development projects
- Successful completion of at least two (2) commercial/residential mixed-use development projects
- Successful completion of at least two (2) comparable development projects that included significant public financing

Section 3 – Financial Capacity and Capability

Describe the nature and share of each participant's financial investment in the Land Development Partner Entity. Provide a narrative or tabular statement identifying the Entity's ability and commitment to invest equity capital and in-kind services into the Project. Respondents shall demonstrate the Entity's financial capacity to provide guarantees or other securities to insure the successful completion of Phase I – Land Development relative to scope, scale, and duration of the Project.

Describe the Entity's recent financial history (three years prior to Solicitation issuance date) in obtaining financing commitments for real estate development projects – detailing project types, financing sources and value committed.

List all projects underway, including status (% completed to date), size, scope, cost, project capital structure, financial guarantees and the roles of Respondents and their equity partners.

For members of the responding Entities include statements regarding any debarments, suspensions, bankruptcies, or loan defaults on real estate development projects and/or government contracts.

Include the names, addresses, email addresses and telephone numbers of at least three credit references for financing arrangements associated with the submittals. Include letters addressed to each credit reference authorizing release of information to NCRC and its advisors. At least two (2) references must be from U.S. banks/institutions.

If available, include the most current report from Dun & Bradstreet (or comparable credit-reporting service) for each participating principal, partner, or joint venture partner, or any other participating business entities.

Submit three (3) years of audited financial statements and notes thereto for each primary Respondent, participating principal, partner or joint venture partner. Include documentation of the value of the assets each participant would contribute to (and/or use as collateral for) the responding Entity with written verifications that such assets are available. For publicly traded entities subject to reporting to the Securities and Exchange Commission (SEC), three (3) latest Form 10-Ks will fulfill this requirement. If any of the parties is a newly created entity for which three (3) years of financial statements are unavailable, then individual owners must submit their personal financial statements.

Respondents shall mark clearly and package separately proprietary information.

Section 4 – Development Methodology Statement

The purpose of this section is to evaluate the Respondents' understanding of the land development process. Respondents must describe the role they envision playing as the Land Development Partner. Indicate how your methodology will identify and mitigate potential risks that may affect project completion.

Section 4A – Site Development

Respondents should describe in detail their approaches to and strategies for land development projects comparable to the McMillan Project. Include anticipated project timelines and major development milestones. Describe the major challenges to implementation and recommended solutions.

Section 4B - LSDBE Participation

Address the stated LSDBE participation goals for the Project and how the Respondent intends to meet or exceed these goals. Demonstrate how members of the responding Entity have accomplished similar goals in past projects. Include information on meeting the minimum 20% LSDBE equity participation threshold, on structuring the Entity's ownership to avoid dilution of LSDBE ownership over the long term and on incorporating LSDBE partners into the Entity's management structure.

Section 4C – Community Outreach

Describe a potential community outreach plan for the Project. Demonstrate previous experience developing and implementing an outreach program to ensure community involvement and input.

Appendices

Respondent Identity, Organization Structure and Contact Information

Provide the name, address, telephone number, fax number, and e-mail address (if available) of each principal, partner, or joint venture partner participating in the Entity. Provide copies of any legal agreements that validate such participation; identify the individual(s) or organization(s) that will serve as the managing principal or partner.

Provide the name, address, telephone number, fax number and e-mail address (if available) of the representative(s) authorized to act on behalf of the Respondent and to respond to questions or requests for additional information on behalf of the Respondent.

Provide an organizational chart of the proposed team and brief narrative, clearly illustrating the team's ownership structure. Provide a complete, detailed narrative, clearly identifying each principal, partner and/or joint venture partner expected to participate in the Project including ownership percentages. Provide a description of the legal form of the ownership, development and operating activities.

Identify any affiliation or other relationships between any of the members of the Entity (responding to this Solicitation) and any parent companies and/or subsidiaries.

If the Respondent is not an individual doing business under his or her own name, provide a description of the status of his or her organization (whether a corporation, a non-profit or charitable institution, a partnership, a business association, or a joint venture), indicating the jurisdiction where it is organized and operating, and provide a brief history of the organization and its principals.

Disclosures of Potential Conflict of Interest

Identify any relationships (whether family or business) between the responding Entity and persons working for, appointed to a position in, or elected to an office of the District of Columbia Government. Identify any relationships between the responding Entity and NCRC /RLARC, its consultants (Alvarez & Marsal and The Metis Group), the Office of the Deputy Mayor for Planning and Economic Development, the D.C. Office of Planning, or any other entity for which there may be a conflict of interest or an appearance of a conflict of interest.

D. Submission Procedures

1. Questions and Clarifications

All questions regarding this Solicitation must be submitted in writing to NCRC via email at **McMillan@ncrcdc.com** with "Questions and Clarifications" as the subject line by no later than September 7, 2006. Responses to widely asked questions and clarifications will be posted on the NCRC website by September 14, 2006. NCRC reserves the right to make modifications and clarifications to this Solicitation at any time. Any such modifications and clarifications will be posted on the NCRC website. Potential Respondents shall be solely responsible for checking the website on an ongoing basis to determine whether there are any modifications or clarifications to this Solicitation.

2. Pre-Submittal Meeting

NCRC will host a pre-submittal meeting for all prospective Respondents on August 31, 2006 at a location to be determined. Prospective Respondents are strongly encouraged to attend. All Respondents interested in attending this conference must RSVP to NCRC by email at **McMillan@ncrcdc.com** with "Pre-Submittal Meeting" as the subject line by August 22 at 5:00 PM (Eastern time).

3. Site Visit

NCRC strongly encourages Respondents to inspect the McMillan Site and surrounding areas. Respondents should rely only on their own surveys, observations, investigations and conclusions. NCRC will host a tour of the McMillan Site as part of the "Pre-Submittal Meeting" on August 31, 2006. Prospective Respondents are strongly encouraged to attend. All Respondents interested in attending the site visit must RSVP to NCRC by email at **McMillan@ncrcdc.com** with "Site Visit" as the subject line by August 22 at 5:00 PM (Eastern time). Other than this site visit, no on-site access will be granted.

4. Access to Analytical Reports and Reference Materials

A companion CD-ROM containing supplemental information on the McMillan Sand Filtration Site may be obtained by request. Payment of Three Hundred Dollars (\$300) is required, and must be submitted in the form of either a Certified Check or a Cashier's Check made payable to the National Capital Revitalization Corporation. A list of the contents on the CD-ROM is provided in *Appendices: Section I – List of Contents on Companion CD-ROM*.

E. Selection Process

1. Selection Criteria

Each submittal will be evaluated according to the criteria listed below. NCRC strongly urges Respondents to develop thorough submittals that clearly address the specific requirements and objectives described in this Solicitation. Each Respondent is encouraged to incorporate any additional information into its submittal that it believes will assist NCRC in evaluating its candidacy.

- Section 2 – Qualifications, Experience and Past Performance
- Section 3 – Financial Capacity and Capability
- Section 4 – Development Methodology Statement

2. Selection Procedures and Negotiations with Selected Respondents

Upon receipt of submittals, NCRC staff, members of the NCRC Board of Directors (“Board”) and District of Columbia Government representatives will review and evaluate each response in its entirety.

After reviewing all submittals, NCRC staff may elect to request additional information or clarification from the Respondents. Thereafter, NCRC will submit its recommendation of “short-list” Respondents to the NCRC Board, which will either approve or modify the recommended “short-list”. The short-listed Respondents subsequently may be requested to participate in interviews with NCRC. First and second round interviews are expected to be held during the October 26 to November 30, 2006 time period. The specific date, time and location will be determined in the future.

Respondents also may be required to deliver oral presentations to the NCRC Board at a public meeting in either December 2006 or January 2007. NCRC may elect to submit to Respondents additional questions or clarifications that may need to be addressed during their presentations.

Lastly, the Board, in its sole discretion, may direct NCRC staff to initiate Term Sheet negotiations with all or some of the short-listed Respondents. If an agreement is not reached by a Board-set deadline, NCRC may, in its sole discretion, initiate negotiations with the next preferred Respondent and so on.

F. Disclaimer and Limiting Conditions

1. NCRC, in its sole discretion, reserves the right to reject any submittal it deems incomplete according to the Submittal Requirements. NCRC also reserves the right, in its sole discretion, to reject all responses and re-solicit Land Development Partners in the future.
2. After the due date for submittals, Respondents may not change the composition of their teams at any time without prior NCRC approval.
3. If at any time after NCRC selects its Land Development Partner, the winning Respondent decides not to proceed, then that party must notify NCRC in writing and provide a comprehensive explanation for its decision.
4. Instances in which information or data submitted has changed (e.g., change or addition to any of the team's members or new financial information), the Respondents shall provide the updated data in the same format to NCRC as soon as possible. Respondents will submit written notification to NCRC of such changes and the expected time of delivery to NCRC. The Corporation shall use such updated information in its evaluations of submittals.
5. Respondents shall mark clearly all information not releasable to the public as "Proprietary and Confidential" and package such information separately from the other materials.
6. The successful Respondent will be required to execute NCRC's standard form confidentiality agreement and any documents required by NCRC regarding the protection of proprietary information.
7. As participants in this selection process, Respondents agree to hold NCRC, its officers, employees, board members, agents, representatives and consultants harmless from all claims, liabilities and costs related to all aspects of responding to this Solicitation. Under no circumstances shall NCRC be liable for any fees or other forms of compensation related in any way to activities undertaken by any person or entity as a result of this Solicitation.
8. This Solicitation may be amended by formal amendment document, letter, or facsimile. If this Solicitation is amended, then all original terms and conditions, which are not modified, are enforceable. By submitting responses to this Solicitation, Respondents are hereby on notice (and acknowledge) that:
 - a) NCRC will post on its website information re: amendments or modifications to this Solicitation.
 - b) Respondents shall have an affirmative obligation to frequently check the website for any such changes.
 - c) NCRC shall have no duty whatsoever, beyond the posting of its changes, to provide direct notice to interested parties of such changes. Respondents shall acknowledge receipt of any amendments to this Solicitation by the date and time specified in the amendment(s). Acknowledgement shall be made by signing and returning the amendment(s) or sending a letter or an electronic mail, **McMillan@ncrcdc.com**.
9. NCRC has the right to begin negotiations with the next preferred Respondent in the event that an agreement cannot be executed within the allotted period of negotiations with a prior selected Respondent. All Respondents acknowledge that NCRC may terminate such negotiations if, in NCRC's sole discretion, it is apparent that NCRC and the selected team will likely not reach agreement on the terms in a timely manner.

10. NCRC reserves the right to transfer the Site and to assign any contracts to its subsidiary corporation, RLARC (together with any of its rights contemplated herein). NCRC and RLARC shall have the right to form a special purpose subsidiary to facilitate the development of the Site and to transfer the Site and assign any contracts to such subsidiary.

11. Respondents shall disclose to NCRC whether any former NCRC and/or RLARC employees or consultants are providing services to them during the selection process.

Respondents are hereby advised that NCRC and RLARC, each as a quasi-governmental entity, are subject to various laws, rules, policies and agreements which impose ethical constraints upon current and former NCRC and/or RLARC employees and consultants. Upon request, a copy of the Ethics Rules (as well as citations to applicable laws, rules, policies and regulations) applicable to NCRC's and RLARC's employees/consultants can be obtained from NCRC/RLARC. In connection therewith, please be further advised that:

a) Members of Respondents (whether corporate or individual) are prohibited from conducting any negotiations for employment or consulting agreements (or other forms of financial benefits) with current employees/consultants of NCRC or RLARC who are "personally and substantially" participating on this Project or from hiring any such employees/consultants, during the conduct of this selection process and, in the case of the selected Respondent, subsequent implementation of this Project.

- b) Members of Respondents (whether corporate or individual) must disclose in their initial proposals the names of employees (or consultants retained for this Project) who within the immediate past three years have been NCRC or RLARC employees/consultants. On a going forward basis, Respondents will be required to notify NCRC in writing of any relevant employment updates within 5 days of hiring new full-time employees or retaining new consultants.
- c) Failure to comply with either of these obligations may result, in NCRC's sole discretion, in the disqualification of Respondents from this selection process or rescission of contracts awarded by NCRC.
- d) Respondents must immediately disclose the existence of any employment discussions or consulting agreements with current NCRC or RLARC employees that occur contrary to the prohibition in (a) or (b) above. Notwithstanding such disclosure, NCRC reserves the right to disqualify or rescind award to a Respondent whose member(s) have violated (a) above.

G. Insurance Requirements

The successful Respondent will be required to have and maintain in force normal and customary insurance for land development projects, including, but not limited to, the following: Workman's Compensation, Comprehensive General Liability Insurance (injury and property damage), Automotive Liability Insurance, Umbrella Liability Insurance, and Errors and Omissions Liability Insurance. The specific insurance requirements, including amounts and insurer ratings, shall be contained in the written agreement evidencing the terms.

H. Contact Information

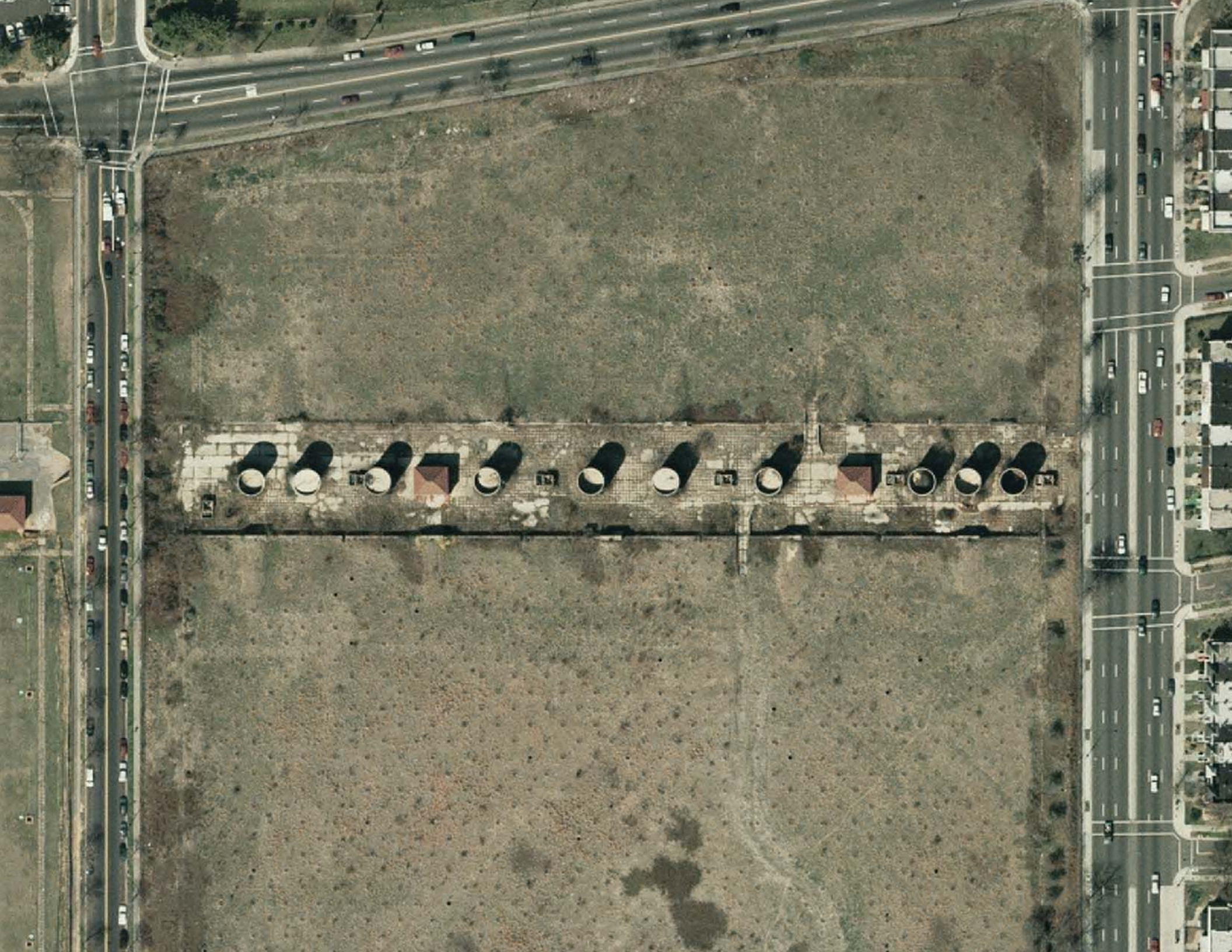
All inquires about this Solicitation, including submittals in response to this Solicitation, should be addressed as follows:

Mr. McClinton Jackson III, Development Manager
Re: McMillan Project
National Capital Revitalization Corporation
2025 M Street NW, Suite 600
Washington, D.C. 20036

Tel: 202.467.1065
Fax: 202.530.5790
Email: McMillan@ncrcdc.com

I. List of Contents on Companion CD-ROM

File Name	Description	Author	Year
1. Architectural and Archaeological Survey	Analyzes methods for mitigating adverse effects of construction	Engineering-Science, Inc.	June 1990
2. Brookland Transportation Study	Discusses transportation options in the Brookland neighborhood	D.C. Department of Transportation	2005
3. Comprehensive Plan – Ward 5	District of Columbia's Comprehensive Plan for Ward 5	District Government – Office of Planning	1998/1999
4. D.C. Comprehensive Plan Draft Excerpts	Excerpts of D.C. Comprehensive Plan involving McMillan Site	District Government – Office of Planning	June 2006
5. D.C. Preservation Office McMillan Landmark Decision	HPRB decision to designate McMillan Site a Historic Landmark	Historic Preservation Review Board (HPRB)	August 1991
6. Existing Conditions Assessment	Structural conditions analysis on McMillan Site	Hammer, Siler, George Associates	August 2000
7. Final Report and Recommendations	Comprehensive analysis of and recommendations for McMillan	Greenhorne & O'Mara, Inc.	January 2001
8. Handouts and Boards including Text	Description and images of the history of the McMillan Site	District Government – Office of Planning	Summer 2000
9. Landscape Survey and Treatment Plan	Recommendations for preservation approaches for the Site	Parsons	July 2002
10. McMillan Aerial Map	Aerial image (1999) of McMillan Site and surrounding areas	District Government – Office of Planning	November 1999
11. McMillan Area Development	Development project profiles within 3 miles (2001–06)	Washington, DC Economic Partnership	April 2006
12. McMillan Comprehensive Profile	Market Demographics and Projections (.5 – 3 miles from Site)	Washington, DC Economic Partnership	April 2006
13. McMillan Market Profile	Market Demographics and Projections (.5 – 3 miles from Site)	Washington, DC Economic Partnership	April 2006
14. McMillan Memorandum of Understanding (MOU)	Document transferring McMillan Site to NCRC	District Government, NCRC	March 2006
15. NCRC Pre-Apprenticeship Agreement	Outlines and describes program guidelines	NCRC	January 2006
16. Other Documents	Various	Various	N/A
17. Preliminary Research	History of McMillan Site	Betty Bird	June 1991
18. Public Forum No. 1 – May 9, 1989	Transcript for first community forum in 1989	Verbatim Stenotype Reporting Services, Inc.	May 1989
19. Public Forum No. 2 – May 24, 1989	Transcript for second community forum in 1989	Verbatim Stenotype Reporting Services, Inc.	May 1989
20. PUD Definition	Description of zoning change process in the District of Columbia	District Government	N/A
21. QEA McMillan Report	Historic preservation review of McMillan Site	Quinn Evans Architects	June 2006
22. Quitclaim Deed	District's Deed for the McMillan Sand Filtration Site (1987)	General Services Administration (GSA)	September 1987
23. Structural/Geotechnical Engineering Evaluation	Structural conditions analysis on McMillan Site	C.C. Johnson and Malhotra, PC	August 2000
24. Summary of Recommendations for Site Revitalization	District Office of Planning's recommendations for redevelopment	District Government – Office of Planning	2002





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July 2006