

**CBRE RESPONSE FOR REAL ESTATE BROKER SERVICES  
PREPARED FOR:**



**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT**

**APRIL 13, 2015**

**RFP 3305-2**

**CBRE**





PREPARED FOR MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT

**CBRE**





## CONTENTS

<b>1.</b>	Acknowledgement of Receipt .....	1
<b>2.</b>	Executive Summary.....	2
<b>3.</b>	Letter of Transmittal.....	4
<b>4.</b>	Proposed Team .....	5
<b>5.</b>	Experience .....	19
<b>6.</b>	Specialized Teams.....	28
<b>7.</b>	Research Data Analytics .....	30
<b>8.</b>	References .....	31
<b>9.</b>	Cost/Fee Proposal.....	32
<b>10.</b>	Appendix 1: Marketview Report .....	33
<b>11.</b>	Appendix 2: CBRE Arizona State License .....	41
<b>12.</b>	Appendix 3: Part 8 Certifications/Signature .....	42
<b>13.</b>	Appendix 4: Modifications to RFP .....	44

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# Acknowledgement of Receipt

## ACKNOWLEDGEMENT OF RECEIPT



### ACKNOWLEDGE OF RECEIPT

**Description: Real Estate Broker Services**

**RFP #: 3305-2**

Please provide the requested information below as acknowledgment that you have received our Request for Proposal noted above. It is **required** that interested Proposers complete this acknowledgment and return via Fax to MCCCCD Purchasing at (480) 731-8190 or email to [purchasing@domail.maricopa.edu](mailto:purchasing@domail.maricopa.edu) or by USA Mail.

All addenda/amendments will continue to be posted on our website at: <http://www.maricopa.edu/business/purchasing/>.

**Failure to sign and return the "Acknowledge of Receipt" will result in your company not being sent any addenda to this RFP.**

Name of Firm: CBRE, Inc.

Address: 2415 East Camelback Road, Ste 100  
Phoenix, Arizona 85016

Telephone Number: 602.735.5256

Fax Number: 602.735.5606

E-mail Address: david.barrett@cbre.com

Name (print): David Barrett Title: Vice President

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE NOTE:** Failure to respond to this acknowledgement **will** result in your company being removed from our bidders' mailing list for this commodity.

( ) We will not be responding to this solicitation. Please retain us on the bidder's mailing list.

# Executive Summary

## EXECUTIVE SUMMARY

On behalf of the CBRE team, we want to express our excitement and enthusiasm in submitting this proposal to provide Real Estate Broker Services to the Maricopa County Community College District (“MCCCD” or “the District”)

CBRE’s personnel, track record, and best practices offer a reliable, transparent and market-tested approach that will help the District realize its goals. Through CBRE you will have access to the largest global commercial real estate network and the most advanced resources and service platform – all of which enables the District to strategically manage its portfolio, reduce costs, and maximize the value of its property, and opportunistically pursue market options to further the District’s mission of providing access to higher education for diverse students and communities. A partnership with CBRE allows for this by combining the top professionals in the Phoenix area with our national Public Institutions and Educations Solutions team, dedicated exclusive to serving colleges, universities, and governments. Below is a chart describing each portion of our team:

CBRE GROUP	DESCRIPTION	SERVICES TO PROVIDE MCCCD
<b>CBRE Phoenix</b>	Local representation will be provided by CBRE’s Phoenix office. This office has been serving clients for more than 55 years and has over 410 employees. This group will provide brokerage services, along with transactional support including research, marketing, and administrative services for all MCCCD transactions. In 2014 the Phoenix office of CBRE completed 1065 transactions for a total value of \$6.5 billion, of that \$4.8 billion was related to sales transactions. They are ranked the #1 Commercial Brokerage in the metropolitan Phoenix area by the Phoenix Business Journal.	<ul style="list-style-type: none"> <li>• Account Management</li> <li>• Brokerage Services</li> <li>• Local Market Research</li> </ul>
<b>CBRE Public Institutions</b>	As the industry’s leader in public sector commercial real estate services, the Public Institutions group has provided advisory, consulting, and brokerage services to more than 100 higher education, federal, state, and local governments. The PIES group understands the priorities of public institutions better than any other team: To maintain and enhance their goals and while solidifying the financial health and infrastructure necessary for long-term stability.	<ul style="list-style-type: none"> <li>• Public Sector Oversight / Expertise</li> <li>• Best Practices</li> <li>• Strategic Planning</li> </ul>
<b>CBRE Research</b>	CBRE maintains a national research staff of over 580 employees, including a team of 40 commercial real estate research professionals located in the firm’s local Phoenix office. CBRE’s Phoenix Research group is the largest and most comprehensive of its kind in the local market. Offering the most extensive data collection, query tools, and information capabilities to brokers and clients alike, the group also enhances communication with clients via web-based portals. MCCCD will also have access to CBRE Econometric Advisors, which has the strongest brand name for forecasting in the real estate industry.	<ul style="list-style-type: none"> <li>• Research</li> <li>• Forecasting</li> </ul>

These team members have completed numerous relevant assignments for MCCCD and other colleges and universities around the United States. Led by Chuck Nixon, the Phoenix team has completed nearly 250,000 SF of assignments for MCCCD in the last ten years. Peter Larkin has completed numerous development advisory, tenant representation, and consulting assignments for other major colleges and universities, including:

- The George Washington University (Square 54 Redevelopment & Ground Lease)
- University of the District of Columbia Community College (Tenant Representation for new HQ Location)
- Catholic University (South Campus Redevelopment)

## Executive Summary

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- Gallaudet University (Florida Avenue Market Redevelopment & Ground Lease).

The CBRE team is supported by an industry-leading research platform that has over 580 employees, including a team of 5 Arizona based employees solely focused on trends in Arizona, who are able to provide relevant and consistent analysis of prospective location options. CBRE's ability to integrate across service lines in each market and each asset is a compelling ingredient in our ability to find extra value on the property that otherwise might go unrealized.

# Letter of Transmittal

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## 7.1 LETTER OF TRANSMITTAL

April 13, 2015

Ren R. Carlson  
Maricopa County Community College District  
2411 W 14th Street  
Tempe, AZ 85281

Dear Mr. Carlson,

On behalf of CBRE, Inc. ("CBRE"), I am pleased to submit the firm's proposal response to the Maricopa Community College District ("District") for Real Estate Broker Services as outlined in solicitation RFP 3305-2. CBRE accepts of all the general conditions and requirements conditions stated in this solicitation, with the exception of the minor clarifications referenced in Appendix 4. The firm's tax identification number is 95-2743174.

CBRE selected the proposed project team based on experience with the District and in the Maricopa County real estate market, as well as their representation of public sector clients. This combination of market-leading local professionals and national public sector specialists has shown to be a powerful model for our clients.

Account Manager Chuck Nixon has over years of experience representing clients in Maricopa County, including nearly 10 years of working with the District. Chuck will be supported by a team of top local brokerage professionals who have also previously worked with District. Since 2006, he and the proposed team have completed nearly 250,000 SF of assignments with the District. The brokerage team will be supported by Public sector specialists Peter Larkin and Mark Bezold, who both focus exclusively on advising public institutions, including colleges and universities, as well as Jeff Cooledge from CBRE Research and Susan LaGanke from CBRE Project Management. This team is uniquely suited to meet all of the District's real estate needs, and has previously worked together to assist Maricopa County on a strategic occupancy plan for their assets.

This submission package contains:

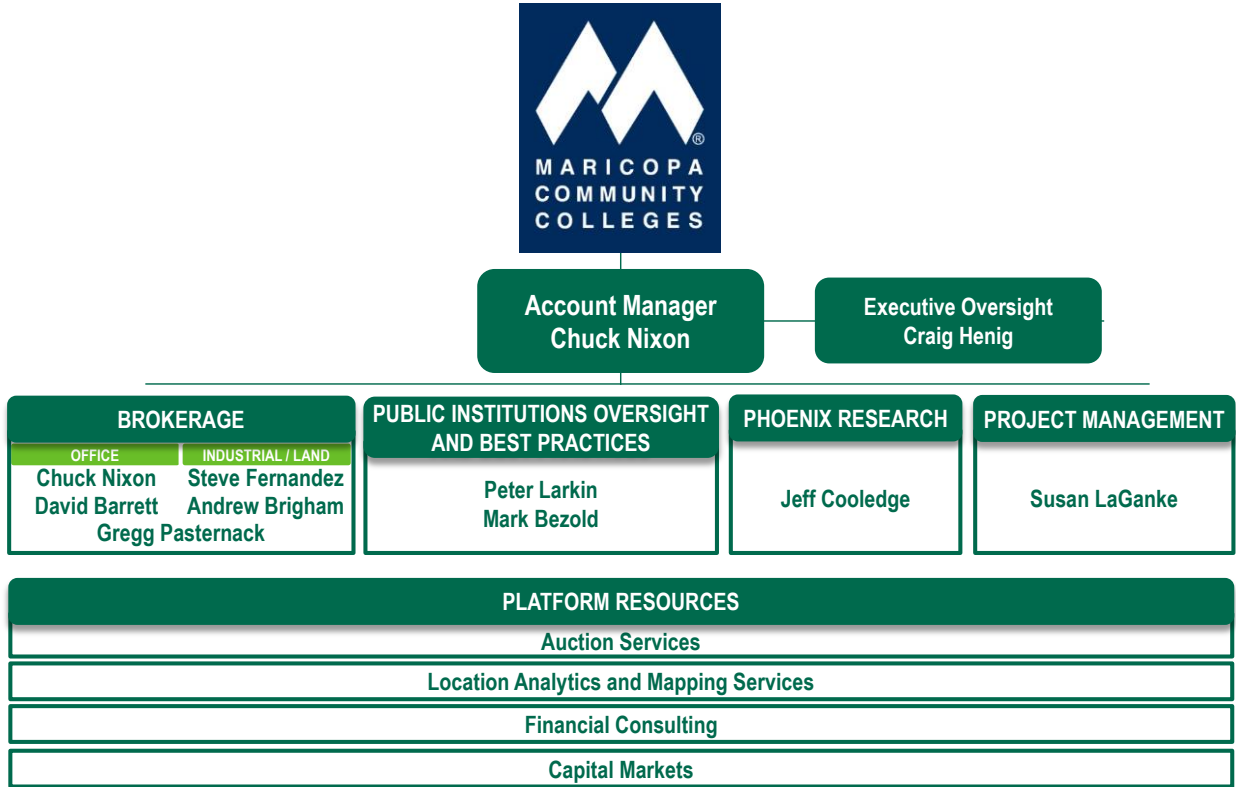
- 1 Original hard copy of CBRE's proposal response
- 5 Copy hard copy of CBRE's proposal response
- 1 electronic copy of CBRE's proposal response

We look forward to the opportunity to again partner with MCCCCD. Thank you for your consideration.

Craig Henig  
Senior Managing Director  
602.735.5619  
craig.henig@cbre.com

# Proposed Team

## 7.2 PROPOSED TEAM



CBRE TEAM ROLE AND QUALIFICATIONS				
TEAM MEMBER	ROLE	RESPONSIBILITIES	YEARS OF EXPERIENCE	ARIZONA REAL ESTATE LICENSE
Chuck Nixon	Account Manager / Lead Broker	<ul style="list-style-type: none"> <li>Day-to-day management of team and account</li> <li>Manages implementation of account projects</li> </ul>	25+ years	SA034497000 Real Estate Salesperson Active 11/30/2016
David Barrett	Account Management / Brokerage	<ul style="list-style-type: none"> <li>Regular involvement with all aspects of the account</li> <li>Represent MCCCC in lease and sale transactions</li> </ul>	15+ years	SA52057000 Real Estate Salesperson Active 01/31/2016
Steve Fernandez	Brokerage	<ul style="list-style-type: none"> <li>Represent MCCCC in land acquisitions and dispositions</li> </ul>	28+ years	SA028353000 Real Estate Salesperson Active 05/31/2016
Andrew Brigham	Brokerage	<ul style="list-style-type: none"> <li>Represent MCCCC in land and industrial acquisitions and dispositions</li> </ul>	10+ years	SA564300000 Real Estate Salesperson Active 07/31/2015
Gregg Pasternack	Technical Advisor / Deal Structuring	<ul style="list-style-type: none"> <li>Advises Team in Real Estate related contracts / documentaion</li> </ul>	10+ years	N/A



## Proposed Team

Peter Larkin	Public Institutions Oversight	<ul style="list-style-type: none"> <li>• Ensure application of best practices from MCCCCD's peer group</li> <li>• Provide insight into activity of other higher education institutions</li> </ul>	25+	N/A
Mark Bezold	Public Institutions Advisory	<ul style="list-style-type: none"> <li>• Ensure application of best practices from MCCCCD's peer group</li> <li>• Provide insight into activity of other higher education institutions</li> </ul>	3+	N/A
Jeff Cooledge	Research	<ul style="list-style-type: none"> <li>• Provide MCCCCD with market intelligence, analysis, and forecasting</li> </ul>	25+ years	N/A
Susan LaGanke	Project Management	<ul style="list-style-type: none"> <li>• Oversee tenant/capital improvements, risk mitigation, due diligence, as needed</li> </ul>	10+ years	N/A
Craig Henig	Executive Oversight	<ul style="list-style-type: none"> <li>• Designated Broker, CBRE Phoenix</li> </ul>	25+	BR014224000 Real Estate Broker Active 3/31/2017

Resumes for the CBRE team are located on the following pages.

## Proposed Team



### CHUCK NIXON

Senior Vice President

T: 602.735.5653

F: 602.735.5655

chuck.nixon@cbre.com

### EDUCATION

- San Diego State University  
Bachelor of Science;  
Finance Economics Minor

### PROFESSIONAL EXPERIENCE

Chuck Nixon has specialized in commercial real estate in Phoenix, Arizona, since 1988. Since 1993, Mr. Nixon has focused his efforts exclusively as a tenant representation "occupier" specialist.

As a member of CBRE's Corporate Services and Law Firm Practice Groups, Mr. Nixon's objective is to provide a quality and level of tenant representation unequalled in Phoenix. Mr. Nixon's team offers services which include strategic planning, market evaluation, financial analysis, construction management, project management, move management and transaction management.

### PROFESSIONAL AFFILIATIONS/ACCREDITATIONS

- Member, CBRE-Corporate Services and Law Firm Practice Groups
- Past Member, Fiesta Bowl Committee
- Volunteer, Cystic Fibrosis Fund Raising
- Volunteer, Christmas in April Charity
- Director, Paradise Valley Unified Schools, District Challenge for Charity

### SIGNIFICANT ASSIGNMENTS

- American Express in lease acquisition and lease renewal negotiations; ±594,000 SF
- eFunds in lease and build-to-suit negotiations; ±554,000 SF (±154,000 SF-Scottsdale, ±245,000 SF -Milwaukee, ±117,000 SF-Minneapolis, etc.)
- GoDaddy, Inc. in acquisition, lease renewal and build-to-suit discussions; ±410,000 SF
- Discover Card in lease renewal negotiations; ±330,000 SF
- Pegasus in renewal, expansion and build-to-suit negotiations; ±305,000 SF
- Bechtel in build-to-suit and lease negotiations; ±235,000 SF
- Capital Group (American Funds) in lease acquisition negotiations; ±225,000 SF
- Motorola in lease and build-to-suit negotiations; ±207,000 SF
- Banner Health in lease acquisition and lease renewal negotiations; ±199,000 SF
- Prudential Insurance in build-to-suit negotiations; ±174,985 SF and ±40.0 acres of land
- Sonora Quest Laboratories in lease renewal negotiations; ±147,000 SF; ±118,000 SF
- Vital Processing (TSYS) in lease negotiations; ±139,000 SF
- Orthologic, Inc. in build-to-suit and lease renewal negotiations; ±126,000 SF
- Brookfield in lease renewal negotiations; ±120,000 SF
- MicroAge, Inc. in build-to-suit negotiations; ±100,000 SF
- CIT-Finance Division in lease renewal negotiations; ±91,000 SF
- IBM in lease renewal negotiations; ±89,801 SF

## Proposed Team

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**CHUCK NIXON**

Senior Vice President

T: 602.735.5653

F: 602.735.5655

chuck.nixon@cbre.com

### LAW FIRM EXPERIENCE

- Snell & Wilmer in lease renewal discussions; ±188,000 SF; ±55,000 SF; ±47,000 SF; ±40,000 SF; ±33,000 SF
- Fennemore Craig in lease negotiations; ±125,000 SF; ±18,000 SF; ±15,000 SF
- Squire, Sanders & Dempsey L.L.P. in lease discussions; ±80,000 SF; ±72,000 SF
- Jennings, Strouss and Salmon in lease negotiations; ±75,000 SF
- Lewis Roca Rothgerber in lease negotiations; ±75,000 SF
- Greenberg Traurig in lease renewal discussions; ±70,000 SF
- Steptoe & Johnson in lease renewal discussions; ±60,000 SF
- Ballard Spahr in lease negotiations; ±40,000 SF
- Stinson Morrison Hecker in lease renewal discussions; ±33,000 SF
- Kutak Rock in lease negotiations; ±30,000 SF.
- Davis Miles in lease negotiations; ±30,000 SF.
- Sherman & Howard; Mohr & Hackett; Jaburg & Wilk; Littler; Carpenter Hazlewood; Jennings Haug & Cunningham, Jackson Lewis, etc.; various sizes

### EDUCATIONAL/GOVERNMENT EXPERIENCE

- Represented Maricopa County Community College District on all real estate/facility requirements since 2006; representing approximately 250,000 SF of lease acquisition, land purchase, building acquisition, site evaluation, etc.
- Represented Maricopa County Government in office lease transactions in excess of ±230,000 SF

### HEALTHCARE INDUSTRY EXPERIENCE

- McKesson Corporation; ±175,000 SF Office; ±157,000 SF Office
- McKesson Corporation; ±170,000 SF Warehouse
- Sonora Quest Laboratories; ±147,000 SF Office/Lab; ±118,000 SF Office/Lab
- Sonora Quest Laboratories; ±21,000 SF Office
- Mphasis Healthcare Solutions; ±30,000 SF Office
- Health Choice of Arizona (Iasis Healthcare); ±45,000 SF Office
- Healthways; ±75,000 SF Office
- St. Luke's Healthcare Initiatives; ±8,000 SF Office
- Pediatrix Obstetrix; ±8,000 SF
- Hospice of Arizona; ±25,000 SF

## Proposed Team

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### DAVE BARRETT

Vice President

T: 602 735 5256

F: 602 735 5655

david.barrett@cbre.com

### EDUCATION

- University of Arizona, Bachelor of Arts; Political Science, Minor, Business Administration, Tucson, Arizona

### PROFESSIONAL EXPERIENCE

David Barrett has specialized in real estate in Phoenix, Arizona since moving to the Valley in 1993. In 1999, Mr. Barrett joined Global Corporate Services to focus exclusively on Tenant Representation and assist “Occupiers” with their real estate needs and strategies.

As a member of the CBRE Global Corporate Services team, Mr. Barrett’s mandate is to provide the highest quality of real estate knowledge and representation in Phoenix. This is achieved through a combination of CBRE’s service-oriented real estate platform and “real time” market intelligence. Mr. Barrett’s team can provide services that include Strategic Planning, Lease Administration, Project and Transaction Management, and Financial Services.

Tenant experience includes:

- Corporate clients such as RBC, Ameriprise Financial, Nationwide Insurance, Bechtel, Alliant, Hartford, NCS Pearson, TIAA CREF, McKesson
- Specific experience in lease acquisitions, site acquisition, lease rentals, disposition, lease administration
- Since 1999 has represented occupiers in ±6 million square feet of transactions

### PROFESSIONAL AFFILIATIONS/ACCREDITATIONS

- 2000 to 2008: Rebuilding Together-CBRE House Captain
- 2009-present: Rebuilding Together, volunteer
- 2007 to 2013: BSA Cub Scout Den Leader
- 2014 to Present – Volunteer - Boy Scouts of America

### ACHIEVEMENTS

- Rookie of the Year 2008



## Proposed Team

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**STEVE FERNANDEZ**

Senior Vice President

T: +1 602 735 5553

M: +1 602 524 8767

F: +1 602 735 5655

[steve.fernandez@cbre.com](mailto:steve.fernandez@cbre.com)

### PROFESSIONAL EXPERIENCE

Steve Fernandez specializes in the sale of investment properties and development opportunities in Arizona and across the U.S. With more than 28 years of investment experience, Steve combines his market knowledge and expertise with CBRE’s industry-leading platform of services to leverage superior results for his clients – delivered with the highest level of professionalism.

Steve began his career at CBRE in 1986 as an office leasing specialist before transitioning into the sale of investment property in 1988. In 1998, Steve and his team focused their efforts on the private capital investment market, serving the needs of the individual investor and specializing in sales ranging from \$1,000,000 to \$20,000,000 for retail, office, medical office, and industrial properties. Repeat business is a testimony to the team’s consistent success.

### PROFESSIONAL AFFILIATIONS / ACCREDITATIONS

- Young Life – Central Phoenix Urban Committee Chairman

### EDUCATION

- Arizona State University

### CLIENTS REPRESENTED

- Gannett
- Metro Commercial Properties
- Mutual Development Company
- RED Development

## Proposed Team

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### ANDREW BRIGHAM

Senior Associate

T: 602.735.5678

F: 602.735.5655

M: 602.228.1331

[Andrew.brigham@cbre.com](mailto:Andrew.brigham@cbre.com)

#### PARTIAL CLIENT LIST

- GE Healthcare
- US Bank
- Target
- Netflix
- Gannett
- Sabal Financial Group
- LBA Realty
- Deutsche Bank
- Rockwell Automation
- Atlas Copco
- Ewing Irrigation
- Boart Longyear

#### PARTIAL LANDLORDS LIST

- Carlson Real Estate Company
- Deutsche Asset and Wealth Management
- EJM Development
- First Industrial
- Panattoni

### PROFESSIONAL EXPERIENCE

Andrew Brigham joined CBRE in July of 2004 and began his career in the Research Department before quickly moving into brokerage. Andrew specializes in commercial property sales and leasing. Mr. Brigham moved back to Phoenix from San Diego, California where he graduated from San Diego State University in 2003. Andrew achieved a degree in Public Administration and was also an all-conference defensive end for the Aztec football team.

During the past 11 years, Andrew has worked throughout the Phoenix industrial market concentrating on selling and leasing buildings as well as land sales. He has been involved in more than 101 sales transactions worth over \$175.6 million dollars and 288 lease transactions totaling over 4.2 million SF.

### PROFESSIONAL AFFILIATIONS / ACCREDITATIONS

- Special Olympics

### EDUCATION

- Mesa Community College (AZ)  
Undergraduate work, 1998-1999
- San Diego State University, Bachelor of Science  
Public Administration, 2003

### CLIENTS REPRESENTED

- Gannett
- Metro Commercial Properties
- Mutual Development Company
- RED Development

## Proposed Team



**GREGG S. PASTERNAK**

Director

T: 213.613.3280  
 F: 213.613.3064  
 gregg.pasternack@cbre.com

### PROFESSIONAL EXPERIENCE

Gregg S. Pasternack came to CBRE from Allen Matkins Leck Gamble Mallory & Natsis LLP, where Gregg practiced law for eight (8) years as an Associate and Senior Counsel. Gregg negotiated office, retail and industrial leases, purchase and sale agreements and construction contracts, oversaw due diligence projects and performed ongoing project management for large office, retail and mixed-use projects including the Embarcadero Center, Century Plaza Towers, China Basin Landing, The Water Garden and The Great Mall of the Bay Area. Gregg is an expert in the drafting and negotiating of all documents related to office, retail and industrial leasing including RFP’s, proposals, leases, lease amendments, construction contracts, SNDA’s, commission agreements and exclusive representation agreements. Gregg is a contributing editor to the California State Bar Real Property Journal and has been a featured speaker at CBREU and continuing legal education seminars on the representation of both landlords and tenants in office and retail leasing.

A select list of Gregg’s larger recent transactions include:

Client	Sq. Ft.	Location
■ Greenberg Traurig, LLP	70,000	1840 Century Park East Los Angeles, CA
■ M Arthur Gensler Jr. & Associates, Inc.	37,000	515 South Flower Street Los Angeles, CA
■ Lightstorm Entertainment	90,000	MBS Media Campus Manhattan Beach, CA
■ JP Morgan Chase Bank, NA	97,000	2029 Century Park East Los Angeles, CA
■ Opus Bank	44,000	19900 MacArthur Blvd. Irvine, CA
■ The Ryland Group, Inc.	26,000	Perimeter Gateway Scottsdale, AZ

### EDUCATION

**Emory University**

- Bachelor’s degree

**University of North Carolina at Chapel Hill**

- J.D. with Honors

## Proposed Team



**PETER C. LARKIN**  
Executive Vice President  
T: +1 202 585 5774  
F: +1 202 783 1723  
Peter.Larkin@cbre.com

### CLIENTS REPRESENTED

- City of Seattle
- City of New York
- City of Miami
- Government of the District of Columbia
- State of Arizona
- State of Colorado
- State of Connecticut
- State of Florida
- State of Maryland
- State of Michigan
- State of New York
- The Smithsonian Institution
- US General Services Administration
- Catholic University
- Gallaudet University
- George Washington University
- The University of the District of Columbia

### PETER C. LARKIN

Peter C. Larkin is an Executive Vice President and national leader of CBRE's Public Institutions and Education Solution Team. Mr. Larkin's concentration is providing real estate consulting and advisory services to states, cities, counties, and urban colleges and universities across the country.

### STRATEGIC PORTFOLIO MANAGEMENT EXPERIENCE

Pete has performed portfolio optimization and management services for state entities including New York, Florida, Arizona, and Colorado.

Pete currently co-leads CBRE's State of Maryland account. In this role, he has helped the State reorganize, consolidate and streamline its real estate operations; he leads a team that since contract inception has succeeded in negotiating 122 leases resulting in more than \$36 million in savings to the State. His most recent major transaction was a 100,000 sf transit oriented development (TOD) in Prince Georges County for the State.

Pete also currently co-leads CBRE's State of New York account. He is currently heading up a strategic planning effort around all leased assets in major metropolitan areas across the State.

Pete recently co-led a team provided strategic planning services to the State of Connecticut. The team evaluated the State's portfolio and is made recommendations for acquisition and relocation scenarios that will save the State in excess of \$100 million.

### DEVELOPMENT ADVISORY EXPERIENCE

Pete has provided development advisory and negotiating services for dozens of clients in his career. These projects have included a wide range of real estate assets, including stable cash flow properties, ground lease positions, underutilized facilities, undeveloped land parcels, and urban development/repositioning projects. Specific development advisory projects that Pete has led include:

- George Washington University, Square 54 redevelopment
- Catholic University, South Campus
- City of Seattle, redevelopment of the Public Safety Building block
- US Government Printing Office, redevelopment of the GPO site in Washington, DC

Earlier in his career, Pete was part of a senior team that led the redevelopment of Union Station in Washington, DC. Pete was responsible for guiding the project through the last 12 months of redevelopment and transitioning the station to a fully functioning, successful transportation and retail center.

### EDUCATION

- Master in Business Administration, Dartmouth College
- Bachelors in Liberal Arts, Tufts University



## Proposed Team

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### MARK BEZOLD

Associate

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F: 202.783.1723

mark.bezold@cbre.com

### CLIENTS REPRESENTED

- State of New York
- State of Maryland
- District of Columbia Retirement Board
- Texas Department of Transportation
- Maryland Health Benefit Exchange
- City of Roseville, CA
- City of Gary, IN
- Broydrick & Associates
- Strategic Media Services

### MARK BEZOLD

Mark Bezold is an Associate with CBRE’s Public Institutions and Education Solutions group. In this role he specializes in advising and representing State and Local governments around the United States, with a focus on strategic planning and executing transactions. Currently, he is part of a team managing CBRE’s account with the State of New York and is leading a significant leasing effort. Additional recent and current assignments include the creation of strategic plans for the State of New York, as well as development advisory for the State of Maryland, tenant representation for the District of Columbia Retirement Board, and consulting headquarters and disposition consulting for the Texas Department of Transportation.

Mr. Bezold has completed the CBRE Wheel Program, commercial real estate’s premier training program, which exposes members to a broad spectrum of real estate services. His experience includes Global Corporate Services, Tenant Representation, Agency Leasing, and Investment Sales.

### CREDENTIALS

#### Professional Affiliations/Accreditations

- Licensed Real Estate Salesperson in the District of Columbia, Maryland, Virginia, and New York

### EDUCATION

- University of Virginia, Bachelor of Arts with Distinction

## Proposed Team



### SUSAN LAGANKE

Managing Director

Project Management

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F: 602.735.5655

susan.laganke@cbre.com

### CLIENTS REPRESENTED

Arrow Electronics  
 Biltmore Cardiology  
 Ballard Spahr, LLP  
 Bank of America  
 CIGNA Medical Group  
 The Commerce Group  
 CSK Auto  
 Distro, Inc.  
 Dividend Capital  
 EDS – Chile  
 eBay Data Center  
 eFunds  
 Fennemore Craig  
 General Electric  
 Ford Motor Company  
 Lewis Roca Rothgerber, LLP  
 Lydian Data Services  
 Mariscal Weeks Law Firm  
 Marshalls, Inc.  
 Mesa Air Group, Inc.  
 Orbital Sciences Corp.  
 Pediatrix Medical Group  
 Snell & Wilmer, LLP  
 Waste Management, Inc.

Susan LaGanke is the Managing Director, Area Leader for Project Management, responsible for successfully delivering the project management platform to our clients throughout the Arizona and Southwest markets. She integrates project management with over 50 corporate accounts and supports CBRE brokers representing occupiers in the markets. Ms. LaGanke oversees the institutional business for tenant and capital improvement projects exceeding 22 million square feet of mixed use portfolios as well as leads the Law Firm Practice Group globally for Project Management.

Ms. LaGanke manages the financials for the Southwest exceeding EBIDTA expectations year over year with over 390M in project value. She manages all stages of a project life cycle, with an additional focus on due diligence, project risk mitigation, city review & development planning, LEED and sustainability planning and transaction management support from letters of intent through close out.

## PROFESSIONAL EXPERIENCE

### National Real Estate Services Company

- Director, Project Management for Arizona, developed the project management business for Phoenix, both tenant represented and institutional

### Westcor, Inc., Regional Retail Developer

- Project Manager, Tenant Coordinator new construction power centers of approximately 1.5 million square feet

### Marshalls, Inc.

- National ADA Manager for over 365 locations; West Coast Project/Program Manager for over 50 new store locations, remodels and conversion projects

## SIGNIFICANT ASSIGNMENTS

- Orbital Sciences Corporation, 83,000 sf office, ground up construction
- eBay, 151,000 sf cold shell data center with N.O.C. Phase I
- QVC, 1M sf industrial
- Fennemore Craig, 120,000 sf, law firm
- Mesa Air Group, 150,000 sf corporate office/data center/flight control
- WinWholesale, Inc., National, 350 distribution/warehouse/offices

## PROFESSIONAL ACCREDITATIONS

- Licensed Real Estate Salesperson, State of Arizona
- National U-Turn Award 2005
- Manager of the Year, 2003

## EDUCATION

- BS, Endicott University, Beverly, Massachusetts

## Proposed Team



**CRAIG S. HENIG**  
 Senior Managing Director  
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 F: 602.7355.5720  
 craig.henig@cbre.com

### PROFESSIONAL AFFILIATIONS/ ACCREDITATIONS

- Board Member  
Sunrise Bank of Arizona
- Board Member  
National Association of  
Industrial and Office  
Properties (NAIOP)
- Member  
Greater Phoenix Economic  
Council (GPEC)
- Member  
Scottsdale Chamber  
of Commerce
- Member  
Valley Partnership

### EDUCATION

- Arizona State University  
Bachelor of Science,  
Business Administration and  
Political Science

- Prof. Certificate, Strategic Project Mgmt – Villanova University Enrolled

### PROFESSIONAL EXPERIENCE

Craig Henig, who joined CBRE in November 2006 as part of the company's corporate merger with Trammell Crow Company, is Senior Managing Director for Arizona and also co-leads the Southwest Region. Mr. Henig's extensive background in corporate services, brokerage, property management and project management, as well as his deep relationships within the Arizona business community complement the region's leadership team.

Prior to joining CBRE, Mr. Henig was Senior Vice President and Area Director for Trammell Crow Company's Phoenix office from 2003 to 2006, where he oversaw all aspects of the Arizona operations for the individual companies, including corporate services, brokerage, property management and project management for corporate and institutional clients.

Through Mr. Henig's leadership, Trammell Crow Company's Phoenix office, which posted a loss in 2003, grew in revenue 282% by 2006. He took its managed and leased portfolio from 4 million square feet to over 25 million square feet. In addition the company's ranking rose from near the bottom of the top 10 to second among the Valley's full-service commercial real estate firms.

Mr. Henig served in a similar position for Insignia/ESG from 2000 to 2003, as Executive Managing Director/Designated Broker for the Arizona Region. Under his leadership, Insignia/ESG's Arizona office climbed from fourth to second in all lines of business.

From 1997 to 2000, Mr. Henig was Senior Vice President for MACK-CALI. Mr. Henig established and supervised the Arizona office, managing a portfolio of over 3.5 million square feet in Arizona, Dallas and Denver. His duties included leasing, management, acquisition, disposition and development of office properties.

From 1990 to 1997, Mr. Henig served as Vice President and assisted The Mack Company in the leasing, management, acquisition and development of more than 5 million square feet of industrial and office properties valued in excess of \$400 million. He also assisted in the due diligence and operating a \$500 million portfolio acquisition from the Resolution Trust Corporation for Mack Company's affiliate, Patriot American Corporation.

Mr. Henig began his commercial real estate career in 1987 as a leasing agent for Cushman & Wakefield.

### AWARDS AND RECOGNITION

- *Phoenix Business Journal's Who's Who of the Decade*  
 Twenty-five people who influenced the commercial real estate market from 2000-2009

## Proposed Team

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- 2008 President's Performance Award  
The award recognizes Manager(s) who have distinguished themselves through financial or other extraordinary performance over the prior year.
- *Phoenix Business Journal's* "40 Under 40" Business Executives in Arizona



## Proposed Team

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**JEFFREY W. COOLEGGE**  
Research Operations Manager  
T: +1 602 735 5586  
F: +1 602 735 5655  
jeff.cooledge@cbre.com

### PROFESSIONAL EXPERIENCE

Jeffrey Cooledge is a real estate professional with over 25 years of experience in real estate research and operations. He currently serves as the Regional Operations Manager for the Southwest Region, managing Research operations and staff in the Albuquerque, Las Vegas, Phoenix, Tucson and Salt Lake City markets.

As Operations Manager, Mr. Cooledge leads a 12-member team in the region that provides leading market intelligence and analysis to both internal and external clients. He has a thorough understanding of research from both a data collection and client perspective which enables the team to solve their client's commercial real estate needs.

Mr. Cooledge works in a cross-functional environment, collaborating closely with the region's leadership team, service lines and other departments such as marketing, communications and accounting. He oversees and coordinates real estate market information throughout the production process for the region. His responsibilities also include data base management, reporting and analyzing real estate market statistics.

### ACHIEVEMENTS

- CBRE MORE (Marketing, Operations and Research Excellence) Awards
  - Mentor Award: 2013
  - High Impact Award: 2011
  - Most Valuable Player Award: 2009
- Licensed Real Estate Salesperson, State of Arizona

### PROFESSIONAL AFFILIATIONS/ACCREDITATIONS

- Greater Phoenix Blue Chip Economic Forecast Member
- Greater Phoenix Economic Council, Community Building Consortium, Member
- National Association of Industrial and Office Properties (NAIOP), Member
- Phoenix Community Alliance, Board of Directors
- Urban Land Institute (ULI), Member

### EDUCATION

- The University of Tulsa, Bachelor of Science; Business Administration, Finance  
Tulsa, Oklahoma

# Experience

## 7.3 EXPERIENCE

### RIO SALADO COLLEGE – WORKFORCE TRAINING



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**Dave Barrett**  
 Vice President  
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**ROLE**  
 Occupier Advisory

**SERVICES/EXPERIENCE**  
 Contract Negotiations  
 Property Disposition/Acquisition

#### Challenge

Rio Salado College identified a community need for job training in a limited geographic area designated by the Isaac School District in Phoenix, Arizona. The ideal location required at least 15,000 square feet of available space and ample parking to accommodate on-site classroom instruction. The area identified is predominantly industrial area with limited office buildings that could accommodate this requirement.



#### CBRE Solution

In 2009, Rio Salado College and Maricopa Community College retained Dave Barrett and Chuck Nixon to assist in identifying buildings available for purchase that could accommodate the College’s requirement.

#### Results

The CBRE team identified a former Department of Economic Security location at 3631 West Thomas that had recently been vacated. CBRE was able to negotiate economics below replacement value in its acquisition of the building.

#### Transaction Details :

- Address:** 3631 West Thomas Road  
Phoenix, Arizona
- Size:** ±23,560 square feet , two story suburban office building  
2.3 acre improved site (additional high volume parking lot)
- List Price :** \$1,500,000
- Sale Price :** \$1,150,000
- Fee to CBRE Occupier Advisory:** 2.5% of the sales price.
- Transaction Completion:** March 2010

## Experience

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### RIO SALADO COLLEGE – DENTAL PROGRAM EXPANSION

#### Challenge

Rio Salado College identified a need to relocate their dental clinic and training program off of their main campus in order to expand the program and serve the community more effectively.



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#### CBRE Solution

In 2012, Rio Salado College and Maricopa Community College retained Dave Barrett and Chuck Nixon to assist in identifying buildings available for purchase that could accommodate the College's requirement within the immediate vicinity of the main Rio Salado College campus .

#### Results

The CBRE team identified a three building complex adjacent to the College that had not yet reached the market but was being made available for sale.

#### ROLE

Occupier Advisory

#### SERVICES/EXPERIENCE

Contract Negotiations  
Property Disposition/Acquisition

#### Transaction Details :

**Address:** 2250 West 14<sup>th</sup> Street  
1325 & 1335 South Park  
Tempe, Arizona

**Total Size:** ±22,923 SF

**List Price:** \$2,162,921

**Sale Price:** \$1,955,126

**Fee to CBRE Occupier Advisory:** 2.5% of the sales price.

**Transaction Completion:** March 2012

# Experience



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**ROLE**  
Occupier Advisory

**SERVICES/EXPERIENCE**  
Contract Negotiations  
Property Disposition/Acquisition

## PHOENIX COLLEGE – NURSING PROGRAM RELOCATION

### Challenge

Phoenix College identified a need to expand relocate their nursing program out of their temporary space on campus into a permanent facility nearby.



### CBRE Solution

In 2011, Phoenix College and Maricopa Community College retained Dave Barrett and Chuck Nixon to assist in identifying buildings available for purchase that could accommodate the College’s requirement within the immediate vicinity of main Phoenix College Campus at 15<sup>th</sup> Avenue and Thomas.

### Results

The CBRE team identified a former bank processing center that was lender owned that presented a unique opportunity. The building was able to accommodate the immediate space requirement and is also able to meet future growth needs. Additionally, after renovations, the finished project created a secondary medical facility to benefit the community in time of medical crisis. Additional parking was separately acquired with the purchase of an excess bank site from Desert Schools Credit Union\*.

### Transaction Details :

**Address:** 3700 North 3<sup>rd</sup> Avenue  
Phoenix, Arizona

**Size:** ±39,596 SF

**List Price:** \$1,730,000

**Sale Price:** \$1,510,000

**Fee to CBRE Occupier Advisory:** 3% of the sales price.

**Transaction Completion:** March 2012

\*3717 North 3<sup>rd</sup> Avenue - bank site acquired for additional parking. 1600 square foot existing bank building, 32,500 square foot lot. Purchase price \$475,000

# Experience

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**ROLE**  
Occupier Advisory

**SERVICES/EXPERIENCE**  
Contract Negotiations  
Property Disposition/Acquisition

## PHOENIX COLLEGE – CAMPUS EXPANSION

### Challenge

Phoenix College was considering future growth but was limited by existing campus boundaries.

### CBRE Solution

In 2012, Phoenix College and Maricopa Community College approached Dave Barrett and Chuck Nixon to assist in identifying buildings available for purchase that could accommodate the College’s future campus expansion.



### Results

The CBRE team’s market knowledge translated to a unique opportunity to pursue the purchase of the AAA building at 3144 North 7<sup>th</sup> Avenue. AAA had been discussing internally relocating their corporate office and selling their existing facility located adjacent to the Phoenix College campus. CBRE was able to engage AAA in sale discussion prior to the building’s offering to the market while still pursuing below market economics.

### Transaction Details :

**Address:** 3144 North 7<sup>th</sup> Avenue  
Phoenix, Arizona

**Size:** ±63,920 SF in two buildings.

**List Price:** \$3,000,000

**Sale Price:** \$2,772,350\*

**Fee to CBRE Occupier Advisory:** 3% of the sales price.

**Transaction Completion:** July 2012

\* included all the existing office furniture.

## Experience

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**ROLE**  
Occupier Advisory

**SERVICES/EXPERIENCE**  
Contract Negotiations  
Property Disposition/Acquisition

### GATEWAY COMMUNITY COLLEGE – CAMPUS EXPANSION

#### Challenge

Gateway Community College was considering future growth but was limited by existing campus boundaries.

#### CBRE Solution

In 2014, Gateway Community College and Maricopa Community College engaged Dave Barrett and Chuck Nixon

to assist in identifying properties to acquire in an effort to expand the boundaries of the College’s campus. The first of these acquisitions is the iconic location for Bill Johnson’s in Phoenix. The current owners were simultaneously marketing the business and the building for sale.



#### Results

The CBRE team successfully negotiated with the existing ownership to acquire the site at below market economics while allowing the restaurant to wind down operations after the close of escrow with a short term lease.

Project is on-going.

#### Transaction Details :

**Address:** 3757 East Van Buren Street  
Phoenix, Arizona

**Size:** ±8,035 SF

**List Price:** \$1,400,000

**Sale Price:** \$ 945,000\*

**Fee to CBRE Occupier Advisory:** 3% of the sales price.

**Transaction Completion:** February 2015

\* Bill Johnson’s continues to occupy the location and is responsible for all maintenance, insurance, and utility costs for the building and parking lot.



## Experience

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### CBRE, INC

Public Institutions and  
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### ROLE

Development Advisor

### SERVICES/EXPERIENCE

Public Sector Real Estate  
Commercial Real Estate  
Market Feasibility Analysis  
Financial Analysis  
Strategic Planning  
Stakeholder Engagement  
Contract Negotiations  
Property Disposition  
Leasing and Development

## THE GEORGE WASHINGTON UNIVERSITY

### Strategic Consulting (2011)

CBRE advised the George Washington University in a consulting engagement that evaluated the development potential of a very prominent university-owned parcel in Washington, DC.

The team analyzed the existing uses and cash flow for the parcel, and forecasted the redevelopment value from the perspectives of both a vertical developer and a ground lessor.

The team also examined bond finance defeasance/penalty issues. Finally, the team developed and implemented a strategy to enter the District's up-zoning and entitlement process. This study will be used as a "road map" in the next phase of redevelopment. This asset is currently in the Planned Unit Development process inside the City and should be receiving entitlements for redevelopment in 2013.

### Development Advisory / Transaction Services (2006-2010)

GW engaged Peter Larkin (at another firm) as its exclusive development advisor for Square 54 in the West End of downtown Washington, DC. Mr. Larkin served as GW's liaison with the development community, and worked with GW to select a developer and structure a long-term relationship for the university.

Mr. Larkin completed an exhaustive review of GW's Campus Plan, and advised GW on the redevelopment potential for Square 54, as well as many of its campus sites. Mr. Larkin also developed a complex financial modeling program for the site that forecasted all possible development and return scenarios for Square 54.

The team developed and solicited an RFQ and RFP for this project. They also evaluated all proposals until a qualified developer was chosen. These efforts resulted in a successful ground lease transaction and subsequent development resulting in significant revenue generation for GW for the next 60 years – more than \$500 million. This project closely resembles a PPP structure in that both parties have benefitted significantly from this transaction, which represents the large ground lease structure ever completed in the District of Columbia.

In addition, this transaction created over 80,000 SF of new retail space that is a very significant "edge of campus" amenity for GW.

## Experience



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Market Feasibility Analysis  
Financial Analysis  
Strategic Planning  
Stakeholder Engagement  
Contract Negotiations  
Property Disposition  
Leasing and Development

## GALLAUDET UNIVERSITY

### Challenge – Urban Campus Redevelopment

Gallaudet is the nation’s leading university for the hearing impaired community, located in Northeast Washington, DC. The campus was historically separated from the surrounding Trinidad and Ivy City neighborhoods, and included very little surrounding retail and commercial uses.

Located directly adjacent to the historic Union Market

(25+/- acres), Gallaudet is the market’s largest landowner. The Sixth Street corridor (running from New York Avenue to Florida Avenue) separates the University campus from the Market. The University sought to leverage its marketplace holdings into an improved neighborhood and amenities environment.



### CBRE Solution

In 2008, Gallaudet University retained Peter Larkin to advise the in-house real estate team on the potential development of University owned assets in the marketplace. For four years, and through the low real estate cycle, CBRE advised the University on timing, feasibility, and transaction types until the market recovered.

### Results

The CBRE team retained the services of ZGF Architects to create a redevelopment concept plan that created a new entry into the University (on the east side of the Sixth Street corridor) and catalyze commercial redevelopment of the University’s holdings on the west side of the corridor.

In 2013, as the market recovered and developer/investor interest moved from the trendy NOMA neighborhood to the east, the team took the Gallaudet parcels to the market in the late spring through an RFP. After leading the solicitation process and Best and Final Offer round in 2014, the team selected a prominent D.C. mixed use developer for an 85 year ground lease partnership. The 1.1 MSF development project will catalyze the neighborhood bordering the campus and provide many needed amenities for the Gallaudet community, as well as generating a very significant cash flow for the University.

## Experience

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Development Advisor

### **SERVICES/EXPERIENCE**

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Market Feasibility Analysis  
Financial Analysis  
Strategic Planning  
Stakeholder Engagement  
Contract Negotiations  
Property Disposition  
Leasing and Development



## **THE CATHOLIC UNIVERSITY OF AMERICA**

### **Challenge**

The Catholic University of America engaged Pete Larkin (while working at his previous firm) to serve as the Development Advisor for a 49-acre parcel it acquired (the West Campus), and an 8-acre parcel it owned (the South Campus). Catholic University's goal was to determine how much additional revenue the land could generate for the University.

### **Solutions**

Mr. Larkin and his team determined the type and amount of development permissible for the parcels; developed market research on the type of development (e.g., retail, housing, office) suitable for the sites; and analyzed the amount of revenue that the University could expect to achieve under both a ground lease and a sale scenario.

Given that the University had existing buildings on the South Campus, the project also involved analyzing the University's debt capacity and the trade-off between building replacement housing on the Main Campus and leaving the existing housing in place.

After an exhaustive consulting and business case analysis, the team took the South Campus property to the market as a development opportunity.

Pete and his team worked with Catholic University to develop RFP criteria and to draft an RFP that would achieve the University's objectives in light of the completed business case and the University's mission.

After soliciting 34 developers, the team evaluated all proposals and vetted them for financial viability. The team then short-listed four firms and after a round of oral presentations selected one.

This developer has now completed its due diligence and has rezoned the property through the city's PUD process. The project broke ground in late 2011, and is currently under construction.

### **Results**

The final transaction included both sale and ground lease parcels. Between both, the total value to the University is in excess of \$35 M. In addition, the University will receive a very significant amenity base in the form of the 80,000 SF of retail that will be built on the South Campus. The development was also embraced by the community, which is looking forward to property value increases and the retail space.

## Experience

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### ROLE

Tenant Representative

### SERVICES/EXPERIENCE

Public Sector Real Estate

Commercial Real Estate

Financial Analysis

Strategic Planning

Contract Negotiations

Property Acquisition (Lease)

## UNIVERSITY OF THE DISTRICT OF COLUMBIA

### Challenge

The University of the District of Columbia (UDC) was seeking a location – the first location separate from its main campus – for the Community College of the District of Columbia (CCDC). The CBRE Public Institutions and Education Solutions team was selected by UDC following a competitive procurement to be its exclusive tenant representative.

### Solution

Follow an extensive survey of the market and discussions with landlords and owners, the team focused its effort on 801 N. Capitol Street, NW, a stand-alone 90,000 SF facility three blocks north of the nation’s capital. This building had a long history of occupancy by several DC government agencies, including most recently the DC Office of Planning. The building includes a 110+ space surface and underground parking structure.

### Results

This lease is the first primary location of the CCDC apart from UDC’s historic campus. Accordingly, this high visibility project was closely scrutinized by the City Council as well as UDC’s Board of Trustees. The executed lease includes purchase options as well as significant free rent and a “turnkey” tenant improvement package for CCDC.

## Specialized Teams

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### 7.4 SPECIALIZED TEAMS

*Provide information about specialized brokerage teams or knowledge in your local office.*

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#### **CBRE Phoenix**

CBRE, Inc. has had a presence in Arizona since 1952, with the opening of their first office in Phoenix. Based upon our experience with the Maricopa Community College District, the Phoenix team has been comprised of senior level professionals that have hands on knowledge on a wide range of occupier representation, strategic planning, and other related brokerage requirements. The project team will be led by Chuck Nixon, Senior Vice President, CBRE Phoenix, who can access the firm's 150+ Arizona based brokerage professionals to achieve the District's, and the individual Colleges, goals, now and in the future. The following is a list of notable recent assignments:

GoDaddy – 150,000 RSF build-to- suit (2013)

AAD Fitch – 20,000 RSF lease renewal, Scottsdale (2014)

Uber – 40,000 RSF lease acquisition in Phoenix (2014)

NRG – 20,000 RSF lease acquisition Scottsdale (2014)

Iasis – 30,000 RSF lease acquisition in Phoenix (2015)

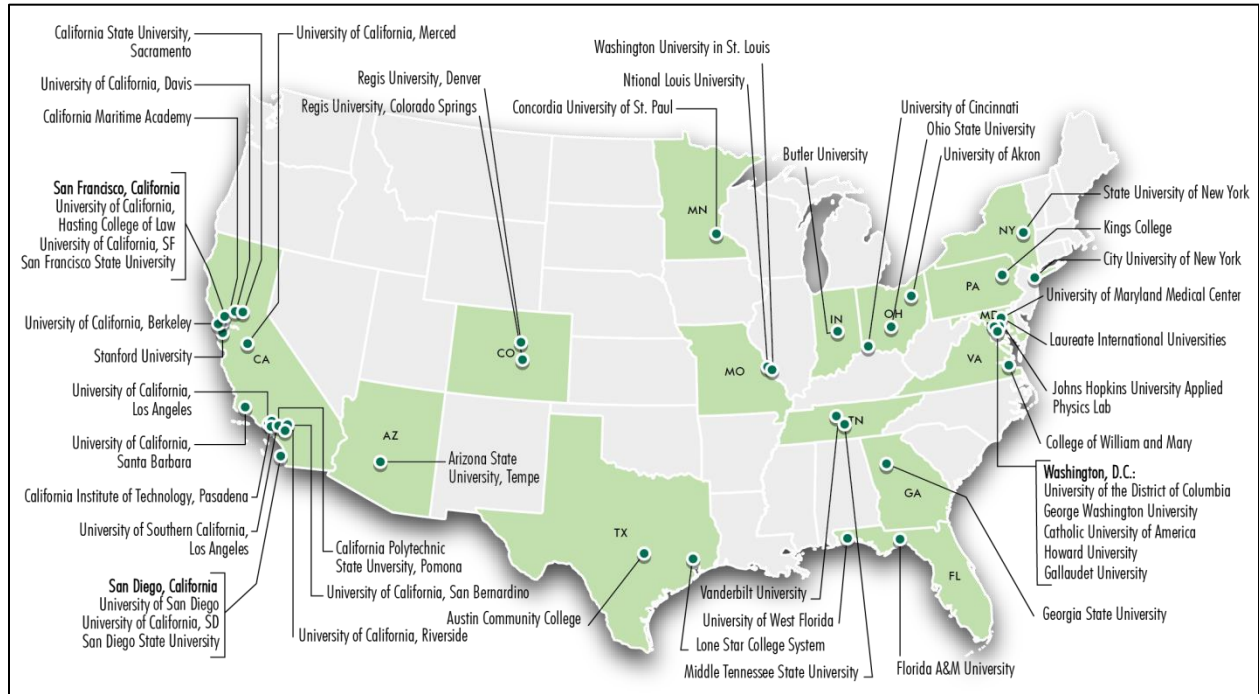
#### **CBRE Public Institutions and Education Solutions**

CBRE's Public Institutions and Education Solutions group (PIES), based in Washington, D.C., is a national division of the company that works solely with federal, state, county, city, and educational institutions to formulate and implement real estate strategies.

Most importantly, the PIES group understands the priorities of educational institutions: To maintain and enhance their educational missions while solidifying the financial health and infrastructure necessary for long-term stability. CBRE can help the District develop and implement real estate strategies that bolster its financial strength, increase its attractiveness, and improve its amenities.

CBRE PIES specializes in identifying assets and developing creative strategies where redeployment or repurposing properties produces incremental cash flow, increased amenities, and synergistic development. The following figure provides a selection of our higher education clients.

# Specialized Teams





# Research Data Analytics

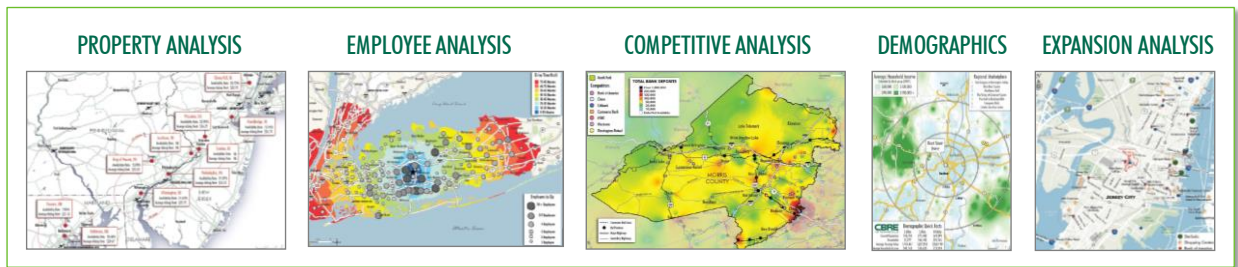
## 7.5 RESEARCH DATA ANALYTICS

CBRE maintains a national research staff of over 580 employees, including a team of 40 commercial real estate research professionals located in the firm’s local Phoenix office. These teams share information with our wholly owned subsidiary (CBRE Econometric Advisors, formerly Torto Wheaton), which has the strongest brand name for forecasting in the real estate industry and is listed by the federal government as a preferred source of information. This additional research support can be utilized by the CBRE team to deliver timely and accurate market data, enabling the District to make strategic portfolio decisions.



CBRE’s Phoenix Research group is the largest and most comprehensive of its kind in the local market. Offering the most extensive data collection, query tools, and information capabilities to brokers and clients alike, the group also enhances communication with clients via web-based portals. The Research group works with the firm’s brokers to have on-line access to the most current listings, transaction terms, comparables, and property details as well as valuable historical data and trends. The group’s comprehensive data covers leasing, investment sales, valuation, taxes, and operating expenses as well. The Research group frequently works on custom projects for our clients.

### Sample Maps



In addition to supporting the firm’s brokerage professionals, the Phoenix Research group publishes the quarterly report, *Marketview*, based on local market conditions. A sample of this report can be found in **Appendix 1: Marketview Report**.

## References

### 7.6 REFERENCES

REFERENCE 1 OF 5: SNELL & WILMER			
CLIENT PRIMARY CONTACT TELEPHONE EMAIL ADDRESS	Mike Marrie – Executive Director 602 382 6338 mmarrie@swlaw.com	SCOPE OF SERVICES	<ul style="list-style-type: none"> <li>• Transaction Management</li> <li>• Project Management</li> </ul>

REFERENCE 2 OF 5: GO DADDY			
CLIENT PRIMARY CONTACT TELEPHONE EMAIL ADDRESS	Calvin Crowder - Director, Real Estate 480 710 8838 calvin@godaddy.com	SCOPE OF SERVICES	<ul style="list-style-type: none"> <li>• Transaction Management</li> </ul>

REFERENCE 3 OF 5: ARIZONA STATE UNIVERSITY			
CLIENT PRIMARY CONTACT TELEPHONE EMAIL ADDRESS	Karen Honeycutt 480 965 6700 Honeycutt@asu.edu	SCOPE OF SERVICES	<ul style="list-style-type: none"> <li>• Transaction Management</li> <li>• Financial Consulting</li> </ul>

REFERENCE 4 OF 5: LEWIS, ROCA, AND ROTHBERGER			
CLIENT PRIMARY CONTACT TELEPHONE EMAIL ADDRESS	Ken Van Winkle 602 262 5311 kvanwink@lrrlaw.com	SCOPE OF SERVICES	<ul style="list-style-type: none"> <li>• Transaction Management</li> <li>• Project Management</li> <li>• Financial Consulting</li> </ul>

REFERENCE 5 OF 5: JOHNSON BANK			
CLIENT PRIMARY CONTACT TELEPHONE EMAIL ADDRESS	Margie LeMay – AVP Facilities 262 619 2736 mlemay@johnsonbank.com	SCOPE OF SERVICES	<ul style="list-style-type: none"> <li>• Transaction Management</li> <li>• Lease administration</li> <li>• Site selection</li> <li>• Financial Consulting</li> </ul>

## Cost/Fee Proposal

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### 7.7 COST/FEE PROPOSAL

Our general philosophy for our educational tenant representation accounts is to access the existing market fees from Landlords/Owners. We know that all Landlord's budget a market fee into their pro forma's and that reduction in these amounts does not translate into rent decreases. That being said, CBRE proposes the following schedule as your representative:


- 3% of the purchase price on all sales
- 5% of the gross consideration on all leases, for the first 5 years, 2.5% on any additional term from years 6-10, 1.5% on any additional term

All fees to be negotiated by CBRE, Inc. and paid by Seller / Landlord.

As potential real estate transactions are identified, CBRE and MCCCCD will need to agree to transaction-specific work orders/engagements which specify, among other things, the scope and term of the particular engagement and commission/payment terms and conditions

# Appendix 1: Marketview Report

## APPENDIX 1: MARKETVIEW REPORT



MARKETVIEW

Phoenix Office, Q4 2014

## Strong User and Investor Demand Drives Sustained Metropolitan Phoenix Office Market Recovery

▼ Vacancy  
**21.09%**

▲ Rental Rate  
**\$21.49 Per Sq. Ft.**

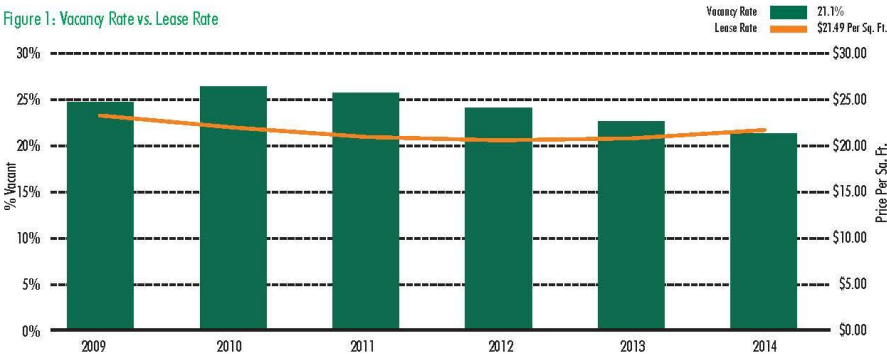
▼ Net Absorption  
**511,157 Sq. Ft.**

▲ Under Construction  
**3,148,270 Sq. Ft.**

▼ Deliveries  
**0 Sq. Ft.**

\*Directional arrows based on change from the previous quarter. Data reflects market totals.

**Figure 1: Vacancy Rate vs. Lease Rate**



Year	% Vacant	Price Per Sq. Ft.
2009	25%	\$21.21
2010	26%	\$21.21
2011	25%	\$21.21
2012	24%	\$21.21
2013	22.4%	\$20.60
2014	21.1%	\$21.49

SOURCE: CBRE Research, Q4 2014.

The metropolitan Phoenix office market continues to accelerate in its recovery moving into the first quarter of 2015. At this point in the cycle, healthy underlying economic fundamentals are beginning to pay dividends for commercial property markets. In the local office market, this momentum is reflected in sustained, albeit incremental, quarterly direct average asking rate appreciation, declining vacancy rates and significant net absorption gains across the market.

The vacancy rate for the metropolitan Phoenix office market ended Q4 2014 at 21.1%; this is a 60

basis point (bps) decrease in overall market vacancy from the previous quarter and a 130 bps decrease from the overall market vacancy rate of 22.4% reported at the end of Q4 2013. Concurrently, average asking lease rates for the overall market continue to rise. The full service, average asking lease rate for existing product in metropolitan Phoenix ended Q4 2014 at \$21.49 per sq. ft., compared to \$21.21 per sq. ft. in the previous quarter and \$20.60 per sq. ft. at the end of Q4 2013. This is the 7th consecutive quarter in which asking lease rates have increased, after

Q4 2014 CBRE Research

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## Appendix 1: Marketview Report



### MARKETVIEW PHOENIX OFFICE

respective organizations to pursue growth driven strategies as opposed to making strategic business decisions principally based on cost; the latter approach prevailed throughout the downturn. Office occupiers making significant investments in human capital inevitably modify their preexisting commercial real estate strategies to accommodate additional employees. In today's market, we are seeing tenants expand in their current space as well as tenants moving into larger space. In this environment, Class A office product has performed especially well. Tenants are migrating to quality office product that commands higher rental rates as employers compete to attract top talent. At the same time, tenants that currently occupy Class A product are willing to renew leases at higher rates and with less tenant concessions. This is primarily attributed to a shortage of large blocks of Class A product available on the market as well as the shared belief among landlords and tenants that asking rates will continue to increase into the foreseeable future.

In addition to the overall robust hiring climate that continues to positively drive office property market fundamentals in metropolitan Phoenix, the continued emergence of the local technology sector is impacting demand for space and tenant movement in the market. Technology companies' preference for and migration to office space that is located in corridors with walkable amenities is already reflected in tightening submarkets; notably, Tempe, Central Scottsdale and Chandler. Furthermore, as these submarkets continue to tighten, the potential exists for a surplus of tenants seeking office space with walkable amenities to look to submarkets that meet their requirements but were previously not considered. For example, the South Scottsdale office submarket has benefited from heightened levels of demand for office product in Tempe and Central Scottsdale that far exceeds supply in those submarkets.

Overall, the metropolitan Phoenix office market continues to benefit from sustained tenant

demand that far outstrips supply. This dynamic has and will continue to result in owners of Class A and well-positioned Class B product increasing asking rates and reducing tenant concessions. Furthermore, a limited supply of available product will continue to exert upward pressure on rents. No new speculative office product was delivered to the market in the fourth quarter and 841,000 sq. ft. of speculative office product broke ground. Accounting for the delivery of new speculative product to the market, tenant demand still largely exceeds functional and available space on the market. This supply-side constraint should persist in the short to mid-term and contribute to average asking rate appreciation.

On the investment side of the market, cap rate compression in coastal markets is driving investors to look for stronger yield in secondary and tertiary markets. Correspondingly, as institutional capital begins to make up a greater share of total capital chasing deals, owners of institutional-grade office product in metropolitan Phoenix that recognize this dynamic should look to capitalize on the opportunity to attract institutional capital that needs to be placed and subsequently bring their properties to market. Throughout the third quarter, 32 office transactions closed for a total of \$584 million. Prices increased in the fourth quarter to an average of nearly \$158 per sq. ft. Throughout the first half of 2014, the average office sales transaction in metropolitan Phoenix yielded \$139 per sq. ft.

*Note: The office market inventory, as of first quarter 2011, is comprised of competitive office buildings consisting of speculative multi-tenant buildings and single tenant, non-owner occupied buildings 10,000 sq. ft. and larger. Single tenant owner occupied buildings, government owned and occupied buildings and medical buildings are not included in the office market statistics.*



# Appendix 1: Marketview Report



## MARKETVIEW PHOENIX OFFICE

Figure 3: Office Market Statistics

Market	Rentable Area	Vacancy Rate %	YTD Net Absorption Sq. Ft. (±)	Under Construction Sq. Ft. (±)	FSG Average Asking Lease Rate - \$ Sq. Ft. /Yr.
Tempe	5,382,183	12.1	(9,552)	2,264,000	21.73
Central/South Scottsdale	9,140,422	12.2	563,014	-	22.40
Southeast Valley	8,878,778	18.6	621,613	725,081	19.99
Scottsdale Airpark/Desert Ridge	10,701,268	21.8	314,143	139,189	23.95
Central Business District	16,604,319	24.4	(68,108)	0	21.30
East Phoenix	8,376,550	22.3	282,345	0	20.03
Camelback/Fiestewa Peak	9,772,804	24.0	96,950	0	23.93
West/Northwest Phoenix	12,513,163	25.1	169,311	0	18.34
<b>Metropolitan Phoenix</b>	<b>81,369,487</b>	<b>21.1</b>	<b>1,969,716</b>	<b>3,148,270</b>	<b>21.49</b>

SOURCE: CBRE Research, Q4 2014.

Figure 4: Key Transactions

Size Sq. Ft. (±)	Tenant	Address	Market
105,000	American Traffic Solutions	1130 N. Alma School Rd.	Southeast Valley
96,000	DriveTime	Liberty Center & Rio Salado	Tempe
65,860	Apria Health	2700 W. Frye Rd.	Southeast Valley
52,291	Progressive Finance	5651 W. Talavi Blvd.	Deer Valley
40,019	Zenefits	4301 N. Scottsdale Rd.	Central/South Scottsdale

SOURCE: CBRE Research, Q4 2014.

# Appendix 1: Marketview Report



## MARKETVIEW PHOENIX OFFICE

### ECONOMY & UNEMPLOYMENT RATE

The Arizona economy continued to expand at a steady pace throughout the second half of the year, with job growth moving above the 2% range and exceeding the national average. The forecast calls for Arizona's growth to pick up speed during the 2015-2017 time period, with gains across most indicators far exceeding national results. Importantly, the mix of job creation taking place in metropolitan Phoenix continues to shift away from lower-wage positions and towards office-using industries, most notably financial services, professional and business services and technology, which should positively impact state per capita personal income growth going forward.

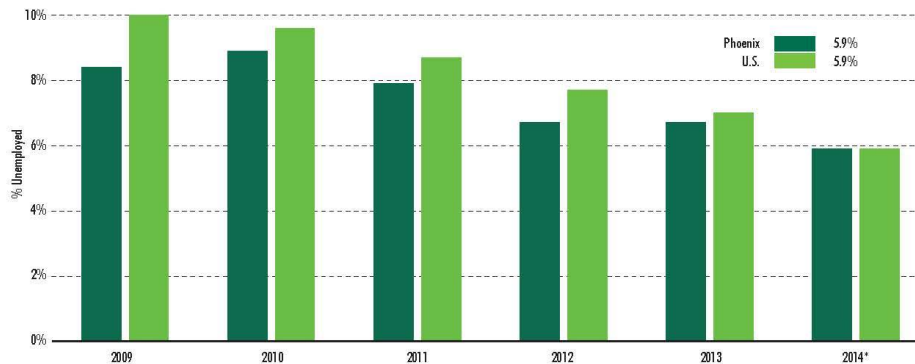
According to the Arizona Department of Administration, metropolitan Phoenix's unemployment rate was 5.9% in November 2014; a decline of 70 bps year-to-date. The local unemployment rate mirrors the national unemployment rate and continues to trend below the state level of 6.8%.

Although metropolitan Phoenix has made significant progress regaining jobs that were lost during the most recent economic downturn, the

local economic recovery has been slow compared to the larger U.S. recovery. Whereas in metropolitan Phoenix, only 71% of jobs lost during the Great Recession have been replaced, the U.S. has reached an expansion phase by achieving a 113% replacement rate as of Q4 2014. Construction jobs lost during the most recent downturn that have not been recovered contribute significantly to the overall slow recovery in employment. Delivery of new homes to the market continues to reside below normal market conditions as first-time home buyers remain largely on the sidelines. Absence of first-time home buyers throughout the current recovery is largely attributed to lack of credit, income and/or capital necessary to purchase a home as well as a short-term reduction in net in-migration.

In Q4 2014, the University of Arizona projected that metropolitan Phoenix would add 47,100 jobs in 2015, followed by an increase of 48,300 jobs in 2016 and 58,500 jobs in 2017. By comparison, an estimated 39,700 jobs were added to metro Phoenix's economy in 2014.

Figure 5: Unemployment Rate



\*November 2014  
Source: U.S. Bureau of Labor Statistics.

# Appendix 1: Marketview Report



## MARKETVIEW PHOENIX OFFICE

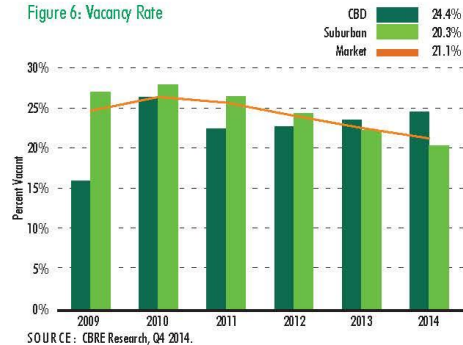
### VACANCY RATE

The overall vacancy rate in the metropolitan Phoenix office market declined 60 bps in Q4 2014, ending the quarter at 21.1%. One year ago, the vacancy rate was 22.4%.

The vacancy rate in the Central Business District (CBD) was unchanged in the fourth quarter at 24.4%. Comparing the CBD on a quarter-to-quarter basis, the Class A office vacancy rate decreased 90 bps to 21.8%, the Class B vacancy rate increased 120 bps to 27.5% and the Class C vacancy rate decreased 160 bps to 19.7%.

The suburban vacancy rate ended Q4 2014 at 20.3%, a decrease of 70 bps from Q3 2014. One year ago, the suburban vacancy rate was 22.1%. In a quarter-over-quarter comparison of the suburban market, the Class A vacancy rate declined 50 bps to 13.8%. At the same time, Class B vacancy declined 80 bps to 22.0% and Class C rates decreased 80 bps to 25.4%.

Figure 6: Vacancy Rate



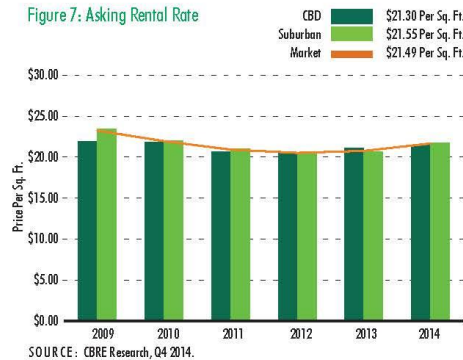
### ASKING RENTAL RATE

The Q4 2014 full service, average asking lease rate for all asset classes of existing product in metropolitan Phoenix was \$21.49 per sq. ft. This represents a twenty-eight cent increase from the previous quarter and an eighty-nine cent increase from Q4 2013. The current Class A average asking rate is \$26.37 per sq. ft., with the average Class B and C asking rates following at \$20.77 per sq. ft. and \$15.52 per sq. ft., respectively.

The current average asking lease rate for all asset classes of existing product in the CBD is \$21.30 per sq. ft. The current Class A average asking rate in the CBD is \$26.01 per sq. ft., with the average Class B and C asking lease rates following at \$19.69 per sq. ft. and \$18.02 per sq. ft., respectively.

In the suburban office market, the average asking lease rate for all asset classes of existing product is \$21.55 per sq. ft. The current Class A average asking rate in the suburban market is \$26.47 per sq. ft., with the average Class B and C asking lease rates following at \$21.10 per sq. ft. and \$14.85 per sq. ft., respectively.

Figure 7: Asking Rental Rate



# Appendix 1: Marketview Report



## MARKETVIEW PHOENIX OFFICE

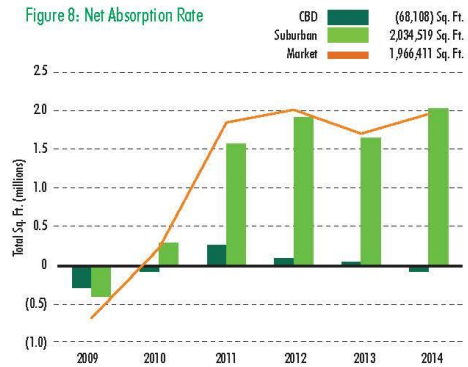
### NET ABSORPTION RATE

Throughout Q4 2014, the metropolitan Phoenix office market absorbed 511,157 sq. ft. of office product with 1,087,533 sq. ft. of gross activity. Of the 25 office submarkets that we actively track, 21 submarkets recorded positive net absorption in the fourth quarter.

The CBD posted 31,406 sq. ft. of positive net absorption during Q4 2014 for all asset classes. Class A properties generated 46,866 sq. ft. of positive net absorption, Class B properties recorded negative net absorption of 55,228 sq. ft. and Class C properties ended the quarter with 39,768 sq. ft. of positive net absorption.

The suburban office market posted 479,751 sq. ft. of positive net absorption for all asset classes in the fourth quarter. Absorption in the suburban markets was led by Class B properties, which yielded 264,942 sq. ft. of positive net absorption. This was followed by Class A properties, which recorded 119,332 sq. ft. of positive net absorption throughout Q4 2014. Class C properties recorded 95,477 sq. ft. of positive net absorption in the quarter.

Figure 8: Net Absorption Rate



SOURCE: CBRE Research, Q4 2014.

## Appendix 1: Marketview Report



### MARKETVIEW PHOENIX OFFICE

#### INVENTORY AT A GLANCE



#### CONTACTS

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## Appendix 2: CBRE Arizona State License

### APPENDIX 2: CBRE ARIZONA STATE LICENSE

 Governor Douglas A. Ducey	<b>State of Arizona Arizona Department of Real Estate License Certificate</b>
Legal Name: CBRE, INC.	Expiration Date: 3/31/2017
Business Name:	Business Address: 2415 E CAMELBACK PHOENIX, AZ 85016-4290
License Number: CO000525000	Mailing Address: 2415 E CAMELBACK PHOENIX, AZ 85016-4290
License Status: Active	Phone: (602) 735-5555
License Type: Real Estate Corporation	Designated Broker: HENIG, CRAIG
Original License Date 7/22/1980	Branch Manager: Not Applicable
Judy Lowe Real Estate Commissioner	
This information is valid as of 3/2/2015 3:12:56 PM and reflects the licensing record at that time. The official license can only be viewed electronically through the Department's website at <a href="http://www.azre.gov">www.azre.gov</a> . This certificate is a ceremonial representation of the license and should not be considered the official license.	
Copyright 2008 Arizona Department of Real Estate, All Rights Reserved	



## Appendix 3: Part 8 Certifications/Signature

### APPENDIX 3: PART 8 CERTIFICATIONS/SIGNATURE

#### PART 8. CERTIFICATIONS/SIGNATURE

*THESE TWO PAGES MUST BE COMPLETED, SIGNED AND INCLUDED IN YOUR PROPOSAL.*

Is your firm a:

Corporation\* ( ) Partnership ( ) Individual ( ) Joint Venture

\* If a corporation, answer the following:

(a) Where incorporated: **Delaware**

(b) Date incorporated: **March 26<sup>st</sup>, 2001**

Have your Articles ever been suspended or revoked? ( ) Yes  No

If yes, when, for what reason, and when were they reinstated:

Has your firm or its parent or subsidiaries ever been debarred or suspended from providing any goods or services to the Federal Government? ( ) Yes  No

If yes, when, for what reason, and when were they reinstated:

The undersigned agrees to notify the Maricopa County Community College District of any change in this status, should one occur, until such time as an award has been made under this RFP.

The undersigned certifies that to the best of his/her knowledge:

- There is no officer or employee of the Maricopa County Community College District, its Colleges or Centers, who has, or whose relative has, a substantial interest in any contract award pursuant to this proposal.
- The names of any and all public officers or employees of the Maricopa County Community College District, its Colleges or Centers, who have, or whose relative has, a substantial interest in any contract award pursuant to this proposal are identified by name as part of this proposal.
- Pursuant to Arizona Revised Statutes 35-391.06 & 35.393.06, proposer certifies that it does not have a scrutinized business operation in either Sudan or Iran.

## Appendix 3: Part 8 Certifications/Signature

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SIGNATURE \_\_\_\_\_  
(PRINTED NAME) Craig S. Henig  
TITLE Senior Managing Director  
COMPANY CBRE, Inc.  
ADDRESS 2415 East Camelback Road, Ste 100  
CITY, STATE, ZIP Phoenix, Arizona 85016  
TELEPHONE 602.735.5619  
FAX NUMBER 602.735.5720  
E-MAIL craig.henig@cbre.com

## Appendix 4: Modifications to RFP

### APPENDIX 4: MODIFICATIONS/CLARIFICATIONS TO THE RFP

Below are minor modifications/clarifications to Section 3.9 Insurance Requirements of the RFP requested by CBRE (denoted in red). If the District would find it beneficial, we would be happy to discuss any of these requested changes.

Contractor shall maintain during the term of this Agreement insurance policies described below issued by companies licensed in Arizona with a current A.M. Best rating of A-:VIII or better. Before beginning work under this Agreement, Contractor shall furnish the MCCCCD Risk Manager with certificates of insurance evidencing the required coverages, conditions, and limits required by this Agreement at the following address:

MCCCCD Risk Manager  
2411 West 14th Street  
Tempe, Arizona 85281  
480-731-887  
480-731-8890(fax)

The insurance policies, except Workers' Compensation and Professional Liability, shall be endorsed to name MCCCCD and its agents, officers, officials, employees, and volunteers as additional insured with the following language or its equivalent:

The Maricopa County Community College District and its agents, officers, officials, employees, and volunteers are hereby named as additional insured as their interest may appear, but only to the extent of Contractor's negligence in the performance of the services under this agreement.

In the event any insurance policies required by this Agreement are written on a "claims made" basis, coverage shall extend for two years past expiration of this Agreement and must be evidenced by annual certificates of insurance. Contractor shall ensure that the insurance policies shall not expire, be cancelled, suspended, voided or materially changed without 30 days written notice by certified mail to the MCCCCD Risk Manager.

Contractor's insurance must be primary, and any insurance or self-insurance maintained by MCCCCD shall not contribute to it, but only to the extent of Contractor's negligence in the performance of the services under this agreement. If any part of this Agreement is subcontracted, these insurance requirements also apply to all subcontractors. Insurance coverage required under this Agreement is:

- Contractor shall ensure that the insurance policies shall not expire, be cancelled, suspended, voided or materially changed without 30 days prior written notice by certified mail to the MCCCCD Risk Manger
- Contractor's insurance must be primary, and any insurance or self-insurance maintained by MCCCCD shall not contribute to it, but only to the extent of Contractor's negligence in the performance of the services under this agreement.
- Commercial General Liability insurance with a limit of not less than \$1,000,000 per occurrence for bodily injury, property damage, personal injury, and products and completed operations, including but not limited to, the insurable liability assumed under the indemnification provisions of this agreement.
- **Automobile Liability insurance** with a combined single limit for bodily injury and property damage of not less than \$1,000,000 each occurrence with respect to Contractor's owned, hired, and non-owned vehicles; and

## Appendix 4: Modifications to RFP

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- **Worker's Compensation** insurance with limits statutorily required by any Federal or state law and Employer's Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each employee, and \$500,000 disease policy limit.
- **Professional Liability insurance** covering **negligent** acts, errors, mistakes and omissions arising out of the work or services performed by the Contractor, or any person employed by the Contractor, **excluding subcontractors**, with a limit of not less than \$1,000,000 each claim.







**MARICOPA  
COMMUNITY  
COLLEGES**

For more information, please contact:

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