



April 13, 2015

Maricopa County Community College District
2411 West 14th Street
Tempe, AZ 85281

Dear MCCCCD,

Colliers International ("Colliers") is pleased to submit this proposal to Maricopa County Community College District ("MCCCCD") for real estate broker services. Colliers' strength lies in our ability to cultivate solutions to meet MCCCCD's current and future real estate needs. Our summary will illustrate an innovative process combined with educational expertise to quickly drive value to MCCCCD.

Educational institutions have special needs, unique compared to typical business. Your service provider should have a deep understanding of processes and nuances of educational users with multiple facilities. Colliers breadth and depth of experience in the educational space makes us uniquely qualified to offer the very best in services.

Prior to joining Colliers, I was a founder, and President of the Board of Great Hearts Academies. Our Board hired Todd Noel and Colliers as our sole provider of real estate services. Though experts in educational real estate, Todd and his team took time to deeply understand our needs. Their work ethic and Colliers team approach to client service delivery have been critical to Great Heart's expansion and success since our beginning. Seeing this in person further affirms Great Hearts decision and continued confidence in the Colliers team.

Thank you for the opportunity to submit our proposal. We look forward to discussing and fine-tuning the core components of our approach to meet MCCCCD's business objectives.

Sincerely,

COLLIERS INTERNATIONAL

A handwritten signature in blue ink, appearing to read "Robert J. Mulhern". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Robert J. Mulhern
Managing Director



Response to
Real Estate Broker Services

RFP #: 3305-2

*"EDUCATION IS THE MOST POWERFUL WEAPON
WE CAN USE TO CHANGE THE WORLD."
-NELSON MANDELA*



Prepared by:
Todd Noel, CCIM, Executive Vice President
Kathy Foster, Senior Vice President



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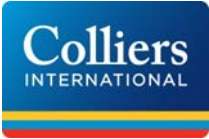
7.5 Research Data Analysis

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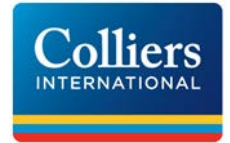
8 Certification/Signature

4.6 Additional Services



EXECUTIVE SUMMARY





EXECUTIVE SUMMARY

Colliers recognizes MCCCDC is facing new challenges with the pending cuts in state appropriations totaling \$8.8 million per annum. This, with the added current budgetary pressures and constraints jeopardizes the future growth of MCCCDC. MCCCDC is an educational institution that substantially contributes our community’s success, adding \$7.3 billion in income to the Arizona economy in FY 2013-14.

Chancellor Glasper states, “This withdrawal in state investment in community college education to Maricopa forces very difficult conversations about our ability to serve the growing education needs of our community and to contribute to the economic development goals of our state,” Chancellor Glasper continued. “The fact is that without adequate funding from the state, tuition and property taxes, we will face decisions about how many students we can educate and prepare to fill quality jobs.”

Higher Education will continue undergoing profound changes over the next decade driven not only by funding cuts, by other factors including local and federal legislation, rising tuition costs, advanced technology, shifting demographics, aging physical infrastructure, efficiency targets and student expectations. These “drivers” have varied and dramatic real estate and facilities implications. Colliers can identify potential areas of cost savings and cost avoidance, as well as bring fresh, new ideas on how to better use your facilities to positively impact the changing landscape of education.

It’s Complex. We can help

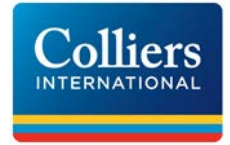


Colliers has a team with a successful track record helping post secondly education entities analyze long-term requirements, develop targeted strategies and flawlessly implement solutions that tackle these problems which will allow MCCCDC to prioritize and implement portfolio needs. In concert with MCCCDC, we will propose changes and solutions that will ultimately increase efficiency, flexibility, improved stakeholder satisfaction and cut costs – while positioning MCCCDC for future growth.

Our Approach: Strategy over Transaction methodology

Without taking the necessary steps to understand, align and create a strategy in partnership with MCCCDC, it would be impossible to effectively deliver a plan that achieves aggressive occupancy cost reduction, increased efficiencies, while helping increase enrollment and revenues for MCCCDC.

Our approach begins with a “deep dive” into your business model, current and future needs, facilities, usage, and present strategic plan. Our experience is that there is “no one size fits all” when it comes to facilities and plans. Helping MCCCDC develop a customized strategic plan that aligns your portfolio aligns with MCCCDC’s goals, while adhering to MCCCDC policy and procedures will be our first step in helping MCCCDC optimize their facilities.



It is critical for Colliers to understand MCCCDC's, operations, organization, and culture to understand your **business goals and objectives**. After this "deep dive" and analysis we will provide a complete report to MCCCDC. It's critical to ensure we have full understanding and **alignment**, with the key stakeholders at MCCCDC, as we will begin to establish a comprehensive plan and **strategy**. Our team will establish a plan and timeline for **delivery** of a successful implementation and execution. We will also establish **metrics and KPI's** to measure the successful performance.

Delivering Superior Services

Colliers team will provide the following services, as outlined in the request for proposal and as necessary for the a successful partnership;

- Discovery Process, Strategy , Implementation, accountability for deliver and meeting KPI's
- Primary points of contact to interface on behalf of MCCCDC with all sellers or buyers
- Professional advice to MCCCDC concerning the market conditions, detailed marketing plan and identification of potential buyers on all building or land dispositions.
- Identification of buildings and land available for expansion of services, including contacting property owners with desirable properties that aren't listed.
- General and preliminary estimates of value, terms and conditions for sale or purchase negotiations.
- Assistance in negotiating terms of and completing a real estate purchase or sale agreement.
- Any and all services or information necessary to facilitate leasing for existing and new space requirements of private properties for MCCCDC use or MCCCDC owned properties for rent to other parties, including recommended market based lease rates, terms and conditions for leases, etc.
- Compliance with all applicable laws in performing duties.
- Tracking of critical dates
- Strategies to potentially monetize assets
- Robust demographic and GIS analysis
- Classroom design standards
- Evaluation of all land sites, leased and owned assets
- Keep informed on the changing landscaping of education and legislations
- Tracking trends applicable to education

In the face of budget cuts, the Chancellor said Maricopa needs "relief from regulatory disincentives and more flexibility to generate revenues to replace state aid if we are to continue as Arizona's leading workforce trainers."

Our comprehensive plan and services listed above and in the proposal, will be created with MCCCDC as a will be flexible, deployable and proactive, **(not reactive)**, that recognizes, keeping in mind the hybrid education settings that support the changing platform of the education, funding challenges, goal of increasing enrollment, gaining efficiencies of class room design and work spaces, and most importantly improve successful educational outcomes for students.



Team of Experts

Similar to the MCCCCD Book of Experts, we have assembled a team of experts led by our Colliers' National Director of the Colliers Education Services Group ("CESG"), Todd Noel. MCCCCD will also have full access to CESG a worldwide group of veteran real estate professionals with career education facilities experience. This specialized team exclusively represents educational based users of commercial real estate for academic institutions and is attuned to the unique needs of learning institutions and their students. The CESG brings relevant current experience in the educational environment. CESG and Todd Noel work extensively with educational providers in other states, jurisdictions and countries. Their familiarity with education in numerous markets enables the team to draw upon best practices in the delivery of educational services, and leverage this knowledge for the benefit of MCCCCD.

Additionally, Colliers' team of experts and multi-disciplinary team members, as outlined in Section 7.2, were assembled by selecting members the bring unique value and "big picture" thinking to support our approach to providing real estate services that holistically accomplish the mission of MCCCCD.

Our team of experts consist of multiple disciplines and expertise that will augment MCCCCD;

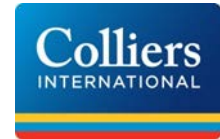
- Real Estate Strategist – Todd Noel and Kathy Foster
- Transaction Management – Todd Noel and Kathy Foster
- Land Advisory – Chaz Smith, John Finnegan and Ramey Peru
- Investment – Mindy Korth and Kirk Kuller
- GIS/Mapping – Cliff Plank
- Disposition Team – Keith Lambeth and Phil Breidenbach
- Research Team – Pete O'Neil

Todd Noel and Kathy Foster will serve as your single point of contact and be responsible for the day to day management of the advisory team, as outlined in Section 7.2. Both Todd and Kathy have extensive multi-city, account management experience. Kathy Foster previously worked as a corporate real estate executive and was responsible for the day to day management for an international firm with over 150 locations, including leased and owned properties, build to suits, disposition, lease administration, and all facets of transaction management. MCCCCD will be provided with two strong leaders, with Todd's education experience and Kathy's corporate real estate experience.

Why Colliers

Our team has extensive unparalleled experience and expertise. We have market credibility and a proven track record with education users. Colliers also has a highly strategic approach with emphasis on creative solutions. Our team of experts has wide-ranging market knowledge including transaction comparables, market trends, tenant forecasting, research, educational knowledge and many other talents.

Our main objection... help MCCCCD... [Discovery...](#) [Alignment...](#) [Strategy...](#) [Delivery...](#) [Measurable Success!](#)

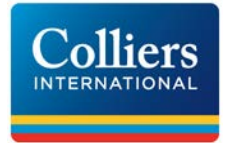


7.1 LETTER OF TRANSMITTAL

The letter of transmittal must include the following: clearly identify the submitting organization; identify the name and title of the person authorized by the organization to contractually obligate the organization; identify the name, title and telephone number of the person authorized to negotiate the contract on behalf of the organization; identify the names, titles and telephone numbers of persons to be contacted for clarification; identify the tax identification number; explicitly indicate acceptance of all the General Conditions and Requirements conditions stated in this solicitation; and be signed by the person authorized to contractually obligate the organization.

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April 13, 2015

Mail Lobby Reception Desk
MCCCD
2411 West 14th Street
Tempe, AZ 85281

RE: Real Estate Broker Services
RFP #: 3305-2

On behalf of Colliers International AZ, LLC, we are pleased to submit the enclosed Proposal #3305-2 for Real Estate Broker Services. Per instructions, we have included one (1) original and five (5) copies as well as one (1) electronic copy in the form of a CD.

Colliers International AZ, LLC is licensed to do business in the State of Arizona, license number LC642347000, expiration date April 30, 2016. The tax identification number is 41-2227433.

Robert J. Mulhern is the Designated Broker authorized by Colliers to contractually obligate the company:

Robert J. Mulhern
Managing Director
P: (602) 222-5038
E: bob.mulhern@colliers.com

Todd Noel, CCIM is authorized to negotiate the contract on behalf of the organization and is the official representative for this procurement. Todd's contact information is as follows:

Todd Noel, CCIM
Executive Vice President
P: (602) 222-5190
C: (602) 692-8290
E: todd.noel@colliers.com



Kathy Foster is the person to be contacted if clarification is needed:

Kathy Foster
Senior Vice President
P: (602) 222-5172
C: (602) 295 4042
E: Kathy.foster@colliers.com

We hereby accept all of the General Conditions and Requirements Conditions stated in the Request for Proposal #3305-2 for Real Estate Broker Services.

Sincerely,

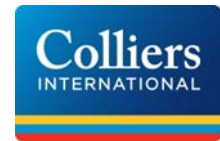
COLLIERS INTERNATIONAL AZ, LLC

By:

A handwritten signature in blue ink, appearing to read "R. Mulhern", with a stylized flourish at the end.

Name: Robert J. Mulhern
Its: Designated Broker
Address: 2390 E. Camelback Road, Suite 100
Phoenix, AZ 85016

Dated:



7.2 PROPOSED TEAM

Responding firms shall provide current resumes for each principal, and each of the other staff members that the firm intends to include on its team. Resumes should address educational background, work experience, and professional affiliations. If the lead management role will be assumed by someone other than a responding firm's principal, identify the individual on the entity's behalf who will be responsible for the day-to-day management of the advisory team and implementation of the overall program of work. Clearly identify the current license status of each individual listed in the proposed team (license number, license type, license status, expiration date).



Todd Noel, CCIM
Real Estate Strategy
Single Point of Contact with
MCCCD

Kathy Foster
Real Estate Strategy
Day to Day Management
Advisory Team

Advisory Team

Transaction
Management
Todd Noel
Kathy Foster

Sandy
Machado

Land Advisory
Chaz Smith
John Finnegan

Ramey Peru

Investment
Mindy Korth
Kirk Kuller

Jenny Bassett

GIS/Mapping
Cliff Plank

Skylar Smith

Disposition
Keith Lambeth
Phil Breidenbach

Shannon
O'Keefe

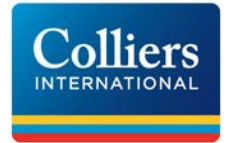
Research
Pete O'Neil

Nicholas Rita



Todd M. Noel CCIM

NATIONAL DIRECTOR | EDUCATION SERVICES GROUP
EXECUTIVE VICE PRESIDENT



todd.noel@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Urban Planning & Business
Magna Cum Laude
Arizona State University

AFFILIATIONS AND MEMBERSHIPS

Certified Commercial
Investment Member (CCIM)

National Association of
Industrial and Office
Properties (NAIOP) Board
Member

Occupier Advisor (OA)

Greater Phoenix Economic
Council (GPEC)

Community Bridges Board
Member

CONTACT DETAILS

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DIR +1 602 222 5190

FAX +1 602 222 5001

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greaterphoenix](http://www.colliers.com/greaterphoenix)

LICENSE INFORMATION

Number: SA528215000

Type: Real Estate

Salesperson

Status: Active

Expire Date: 7/31/15

AREA OF EXPERTISE

Todd Noel, CCIM, Executive Vice President with Colliers International is one of the premier tenant representation specialists in the Phoenix area and nationally.

Todd has diverse expertise in meeting his clients' real estate needs, including land acquisition, tenant representation, build-to-suits, and investment acquisition and disposition. His approach to servicing each client incorporates the highest standards of excellence and quality. Todd applies a tenacious and focused negotiation style to every transaction and has a proven reputation for delivering the most aggressive deal terms for his clients.

Todd serves as National Director of the Colliers International Education Services Group. Todd and his team of 25 professionals throughout the country exclusively represent the real estate needs of Educational companies and occupiers of educational facilities nationwide.

PROFESSIONAL ACCOMPLISHMENTS

Todd has been consistently ranked as a Top Producer by Colliers International.

- 2009 – 2014: Ranked as the #1 Office Team in Greater Phoenix
- 2008 – 2014: Named as a Costar Power Broker
- 2008 – 2014: Nominated as NAIOP Office Broker Team of the Year.
- 2014: Nominated as NAIOP Tenant Representative Broker of the Year

- 2013 – Awarded NAIOP Tenant Representative Broker of the Year
- 2009 – 2011: Ranked as the #1 Top Producer in Greater Phoenix
- Awarded the "Rising Star" Award by Trammel Crow Company

BUSINESS BACKGROUND

Todd has more than 15 years of experience in commercial real estate, specializing in tenant representation. Prior to joining Colliers, Todd was with Trammell Crow Company, CB Richard Ellis, & Insignia ESG.

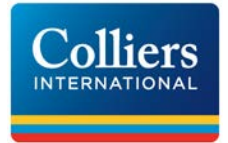
COMMUNITY INVOLVEMENT

Todd is closely involved with both industry and civic groups, such as Phoenix Community Alliance, NAIOP, and Greater Phoenix Economic Council. He actively works with Habitat for Humanity, March of Dimes, and Arizona Humane Society.



Kathy Foster

SENIOR VICE PRESIDENT | CORPORATE SERVICES



kathy.foster@colliers.com

AFFILIATIONS AND MEMBERSHIPS

CoreNet Global

Arizona Commercial Real Estate Women (AZCREW)

Vice Chair of Aid to Adoption of Special Kids (AASK)

Occupier Advisor

CONTACT DETAILS

MOB +1 602 295 4042

DIR +1 602 222 5172

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LICENSE INFORMATION

Number: SA577290000

Type: Real Estate

Salesperson

Status: Active

Expire Date: 7/31/16

AREA OF EXPERTISE

Kathy Foster is a senior vice president of the Corporate Services Group with Colliers International's Greater Phoenix office.

She specializes in portfolio management and corporate real estate strategy, working on behalf of clients with significant domestic and global real estate assets. Areas of expertise include strategic planning, workplace strategy, transaction implementation, site selection, and project and portfolio management.

Kathy has over 20 years of in-depth experience in corporate real estate. During her career, she has completed transactions in excess of 10 million square feet in more than 100 markets throughout the U.S. and Canada.

PROFESSIONAL ACCOMPLISHMENTS

- In 2014 Kathy was recognized by the *Phoenix Business Journal* as one of thirty Outstanding Women in Business in the Phoenix business community.
- Kathy was awarded the 2014 "All In Award" by Colliers International Greater Phoenix for her dedication to Colliers' culture and values.
- In 2013 Kathy was named Most Valuable Player at the Colliers Way Leadership Camp in Vancouver.

BUSINESS BACKGROUND

Prior to joining Colliers, Kathy was a principal with Cresa Phoenix for seven years, specializing in corporate real estate.

Previously, she managed the corporate real estate portfolio for First Health Group based in Scottsdale, Arizona for 13 years. The portfolio consisted of more than 2.7 million square feet with an annual operating budget of \$33 million.

INDUSTRY INVOLVEMENT

Kathy is active in CoreNet Global and Arizona Commercial Real Estate Women (AZCREW).

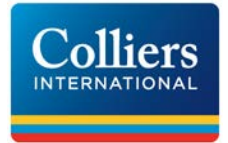
COMMUNITY INVOLVEMENT

- Vice Chair of Aid to Adoption of Special Kids (AASK)
- Goodwill
- Make a Wish
- Colliers AZ Cares



Chaz Smith

SENIOR VICE PRESIDENT | THE LANDSOURCE TEAM



chaz.smith@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Regional Development
University of Arizona

AFFILIATIONS AND MEMBERSHIPS

Urban Land Institute (ULI)
Lambda Alpha International (LAI)

CONTACT DETAILS

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[www.colliers.com/
azlandsource](http://www.colliers.com/azlandsource)

LICENSE INFORMATION

Number: BR022764000
Type: Real Estate Broker
Status: Active
Expire Date: 10/31/16

AREA OF EXPERTISE

Chaz Smith is a senior vice president with the LandSource Team, specializing in the sale of land, with more than 30 years commercial real estate experience. As the senior member of The LandSource Team, Chaz defines the team's focus and direction, ensures negotiations are finalized and that all parties fulfill their obligations, and provides a clear line of communication between all parties.

The LandSource Team has a history of success, with more than 50 years of combined experience. They are committed to a team approach, which always puts their clients' needs first. Each member has unique competencies that increase value in the different stages of every transaction. The team specializes in finding creative solutions for the new reality of today's ever-changing market and has the resources to uncover new information for their clients' specific challenges. Their extensive track record of successful assignments reflects the team's dedication to locating the right property that fits the needs of each client, whether a developer, investor, or user.

The team is structured around the strengths of each individual. On every assignment, each member brings his individual expertise for the benefit of their clients. The team is organized around relationships, marketing, service delivery and a focus on completing transactions that meet the requirements of the buyer and seller. They have represented premier developers and select landowners with acquisition, disposition, ground lease, site selection and land valuation within the greater metropolitan areas of Arizona.

Visit the LandSource Team at
www.colliers.com/azlandsource

BUSINESS BACKGROUND

Prior to joining Colliers in 2006, Chaz specialized in land at NAI Horizon for two and a half years. Chaz began his commercial real estate career at CB Richard Ellis in 1983, selling apartments. During his 21 years with the company, he transitioned from apartments sales to the sale of land for apartment developments. His experience in the sale of apartments solidified his awareness of the value of proximate amenities to land locations. He translates this into every land use from residential to retail and office.

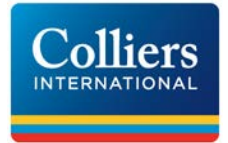
COMMUNITY INVOLVEMENT

- AZ District Council of Urban Land Institute Program Committee from 1999–2004; Co-Chair from 2001–2004.
- Phoenix Residential Investment and Development Effort (PRIDE) – Board Member. PRIDE is a non-profit focused on providing quality housing for low-income residents of Phoenix from 1994–2007
- Member of Lambda Alpha International (LAI), the Honorary Society for the Advancement of Land Economics.



John Finnegan

SENIOR VICE PRESIDENT | THE LANDSOURCE TEAM



john.finnegan@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Regional Development
University of Arizona

AFFILIATIONS AND MEMBERSHIPS

Urban Land Institute (ULI)
Pinal County Partnership
Colliers Alternative Energy
Network

CONTACT DETAILS

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[www.colliers.com/
azlandsource](http://www.colliers.com/azlandsource)

LICENSE INFORMATION

Number: SA518286000
Type: Real Estate
Sales Person
Status: Active
Expire Date: 2/29/16

AREA OF EXPERTISE

John Finnegan is a senior vice president with the LandSource Team, specializing in the sale of land. He identifies opportunities that are aligned with the business needs of the team's clients and focuses on creating value while reducing risk. John develops relationships between buyers and sellers, establishes the basis for negotiations, and manages the transaction process.

The LandSource Team has a history of success, with more than 50 years of combined experience. They are committed to a team approach, which always puts their clients' needs first. Each member has unique competencies that increase value in the different stages of every transaction. The team specializes in finding creative solutions for the new reality of today's ever-changing market and has the resources to uncover new information for their clients' specific challenges. Their extensive track record of successful assignments reflects the team's dedication to locating the right property that fits the needs of each client, whether a developer, investor, or user.

The team is structured around the strengths of each individual. On every assignment, each member brings his individual expertise for the benefit of their clients. The team is organized around relationships, marketing, service delivery and a focus on completing transactions that meet the requirements of the buyer and seller. They have represented premier developers and select landowners with acquisition, disposition, ground lease, site selection and land valuation within the greater metropolitan areas of Arizona.

Visit the LandSource Team at
www.colliers.com/azlandsource

PROFESSIONAL ACCOMPLISHMENTS

- NAI Horizon Top Producer – 2004, 2005
- AZ Business Magazine "One to Watch" – 2004
- Hon Kachina Council

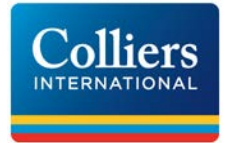
BUSINESS BACKGROUND

John has been in the commercial real estate industry since 2000, and joined Colliers International in 2006. He was previously with NAI Horizon, where he specialized in land sales.



Mindy Korth

EXECUTIVE VICE PRESIDENT
CAPITAL MARKETS & INVESTMENT SERVICES



mindy.korth@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Business Administration,
Accounting Major
Arizona State University
Arizona Department of Real
Estate Associate Broker's
License

AFFILIATIONS AND MEMBERSHIPS

Valley Partnership Past-
Chair 2011
Urban Land Institute (ULI)
National Association of
Industrial & Office
Properties (NAIOP)
Arizona Commercial Real
Estate Women (AZCREW)
International Council of
Shopping Centers (ICSC)

CONTACT DETAILS

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Colliers International
2390 E Camelback Road
Suite 100
Phoenix, AZ 85016

www.phoenixinvestmentproperties

LICENSE INFORMATION

Number: **BR004901000**
Type: **Associate Broker**
Status: **Active**
Expire Date: **5/31/16**

AREA OF EXPERTISE

As Executive Vice President, Mindy Korth is accomplished in all sectors of the investment real estate community including office, medical office, retail, industrial, commercial land and unique projects across metropolitan Phoenix. Mindy spends her time identifying opportunities, executing client strategy, establishing relationships between parties and coordinating financial analysis and due diligence. Her wealth of industry, market and financial intelligence provides clients with the information they need to make informed decisions and successful transactions. Mindy has closed more than 18 million square feet totaling more than \$2.6 billion in value.

PROFESSIONAL ACCOMPLISHMENTS

- NAIOP Investment Broker of the Year: 2003, 2008, 2009, 2010 and 2013
- Nominated NAIOP Investment Broker of the Year: 2003- 2005, 2008-2010, 2012 and 2014
- Commercial Executive Magazine Broker of the Year: 2010, 2011 and 2012
- AZRE Magazine Big Deal Office Sales Broker: 2012
- AZRE Magazine People to Know: 2008, 2009, 2011 and 2014
- Phoenix Business Journal: Who's Who of the Decade-2010 and Power Player-2007
- Colliers International-Phoenix Top 20 Producer – 2014
- CBRE-Phoenix Top 20 Producer – 2007-2013
- Top Producing Team in Phoenix Overall, Trammell Crow Company: 1996-2003, 2005 and 2006 and National Top 50

BUSINESS BACKGROUND

A 30-year veteran of commercial real estate services and CBRE/Trammell Crow Company alum, Mindy's previous positions include Financial Manager, Director of Property Management and Certified Public Accountant. Through her experience she has been involved in each aspect of real estate, including new and rehab development, financing, structuring deals in the capital markets, leasing, management, site selection, network planning, acquisitions and dispositions programming, financial analysis and underwriting.

In particular, she excels in evaluating and successfully executing on complex and unusual transactions surrounding the monetization of real estate.

COMMUNITY INVOLVEMENT

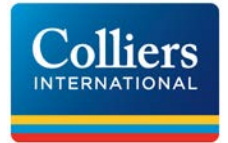
- Balsz Community Education Foundation Board Member
- Discovery Triangle Development Corporation Board Member
- KAET – Channel 8 Community Advisory Former Board Member (Past Chair, 2010-2012)
- Social Venture Partners of Arizona Member

Accelerating success.



Kirk Kuller

VICE PRESIDENT | INVESTMENT PROPERTIES



Kirk.Kuller@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Business Administration
Financial Management
University of North Dakota
Arizona Department of Real Estate License

AFFILIATIONS AND MEMBERSHIPS

National Association of Industrial & Office Properties (NAIOP)

CONTACT DETAILS

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FAX +1 602 222 5001

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Phoenix, AZ 85016

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www.colliers.com/greaterphoenix

LICENSE INFORMATION

Number: SA523561000
Type: Real Estate
Sales Person
Status: Active
Expire Date: 8/31/16

AREA OF EXPERTISE

As Vice President, Kirk Kuller combines his experience and knowledge of capital markets, corporate real estate and strategic planning to develop client tailored financial solutions which enable Colliers International clients to make fully informed real estate decisions.

Working closely with Mindy Korth, Executive Vice President, Kirk is active in all aspects of the deal from pitch to close. He is also responsible for providing sophisticated financial analysis desired by institutional clients. His consultative approach is ideal for facilitating an informed decision-making process for all stages of the deal.

The team specializes in investment sales throughout metropolitan Phoenix and represents institutional, special servicers/lenders and private investors. No matter how large or small of the size of the transaction, our clients are our top priority.

Kirk has assisted in the financial structuring, due diligence, and underwriting for more than 350 million square feet with an aggregate value in excess of \$50 billion.

PROFESSIONAL ACCOMPLISHMENTS

- Senior Broker Advisory Board Member – CBRE Phoenix 2007 - 2013
- Top Producing Office (CBRE Financial Consulting Group) 2009 - 2010
- Top Nationwide Producing Analyst (CBRE Financial Consulting Group) 2001 - 2003

BUSINESS BACKGROUND

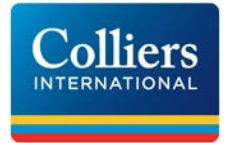
Kirk has been involved in the real estate business for more than 15 years. Prior to joining Colliers, Kirk was Managing Director of the Financial Consulting Group with CBRE. The primary services produced were financial modeling, interpretation of financial impact, identification of accounting and tax issues, and the production of documented support on lease analysis, lease comparison, build-to-suits, etc.

Previously, Kirk was involved in the real estate valuation and advisory side of the business. He was responsible for preparing appraisal reports, market surveys and conducting property inspections. Property types included office, retail, industrial, multi-housing, hotel, golf courses, ranch and land.



Cliff Plank

NATIONAL DIRECTOR | GIS & MAPPING



cliff.plank@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science,
Geography | GIS Emphasis
Magna Cum Laude
Northern Arizona University

CONTACT DETAILS

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AREA OF EXPERTISE

As National Director of GIS & Mapping for Colliers International, Cliff is responsible for the strategic planning, development, and implementation of Geographic Information Systems. Cliff manages Colliers GIS, which provides GIS products, services, and data to Colliers professionals and clients. Cliff's expertise is in analyzing business and client needs, and developing effective solutions and business intelligence based on cutting edge technology, data, and ingenuity. He provides an exceptional focus on customer service, and emphasizes innovation and efficiency to develop geographic information systems that maximize tangible value to our clients.

PROFESSIONAL ACCOMPLISHMENTS

Cliff has more than 19 years of experience in the GIS industry, all in the real estate sector. He has proven himself as a results oriented industry leader with a unique ability to bridge the gap between client need and technology & systems. He has managed agile software development teams and large scale mapping facilities with professional expertise in:

- Development of international, company-wide geographic information systems
- Executive leadership, vision, and strategic planning
- Data & systems integration
- Project management
- Budget management & contract negotiations
- Database management, development, and analysis

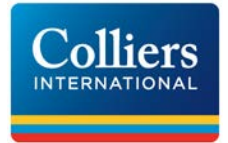
BUSINESS BACKGROUND

Prior to joining Colliers International in 2008, Cliff was Mapping Services Director for CB Richard Ellis. During his tenure in this position, Cliff built, managed, and expanded the scope of capabilities and production of their national Mapping Center – a GIS production facility and technology platform which supported the GIS needs of the company. Cliff also has many years experience directly serving the needs of real estate professionals and clients with GIS related products, services, education, research, and geospatial site selection analysis.



Keith A. Lambeth

EXECUTIVE VICE PRESIDENT | OFFICE PROPERTIES



keith.lambeth@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science,
Business Administration,
Arizona State University

AFFILIATIONS AND MEMBERSHIPS

National Association of
Industrial & Office
Properties (NAIOP)

Occupier Services Group
(OSG)

Phoenix Community
Alliance

Greater Phoenix Economic
Council (GPEC)

CONTACT DETAILS

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LICENSE INFORMATION

Number: SA027182000

Type: Real Estate

Salesperson

Status: Active

Expire Date: 1/31/16

AREA OF EXPERTISE

Keith Lambeth is an Executive Vice President with Colliers International, focusing predominately on Landlord Agency. Keith excels in diagnosing an asset's strategic position in the market and financial objectives critical in establishing value. Keith has completed numerous assignments on behalf of local and national clients in diverse areas of their real estate needs, from land acquisitions, to build-to-suit and investment acquisitions and dispositions. His approach to servicing each client incorporates the highest standards for excellence and quality.

Keith partners with Todd Noel, CCIM, Ryan Timpani and Shannon O'Keefe. The team specializes in the sale and leasing of office properties throughout the metro Phoenix area.

PROFESSIONAL ACCOMPLISHMENTS

Keith has consistently been ranked as a top producer by Colliers International.

- 2009 – 2014: Ranked as the #1 Office Team in Greater Phoenix
- 2008 – 2014: Named as a Costar Power Broker
- 2008 – 2014: Nominated as NAIOP Office Broker Team of the Year.
- 2014: Nominated as NAIOP Tenant Representative Broker of the Year
- 2013 – Awarded NAIOP Tenant Representative Broker of the Year
- 2009 – 2011: Ranked as the #1 Top Producer in Greater Phoenix

PARTIAL CLIENT LIST

- Fenway Properties
- AEW Capital Management
- Travelers Insurance
- Onward Investors
- Wells Fargo
- Aetna Insurance
- Principal Financial

BUSINESS BACKGROUND

Keith has more than 28 years of experience in commercial real estate. Prior to joining Colliers in 2007, Keith was with CB Richard Ellis, and previously with Cushman and Wakefield, where he exclusively represented a prestigious clientele.

COMMUNITY INVOLVEMENT

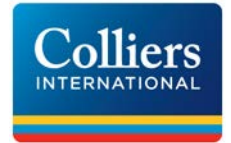
Keith is actively involved in civic and industry organizations, including the Phoenix Community Alliance, NAIOP and Greater Phoenix Economic Council (GPEC).

He is a strong supporter of Phoenix Children's Hospital, The Ryan House and Seasons of Sharing.



Phillip M. Breidenbach SIOR

EXECUTIVE VICE PRESIDENT | OFFICE PROPERTIES



phil.breidenbach@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Business
Arizona State University

AFFILIATIONS AND MEMBERSHIPS

Society of Office and
Industrial Realtors (SIOR)
Urban Land Institute (ULI)
CoreNet Global
National Association of
Industrial and Office
Properties (NAIOP)

CONTACT DETAILS

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LICENSE INFORMATION

Number: SA02563000
Type: Real Estate
Sales Person
Status: Active
Expire Date: 4/30/15

AREA OF EXPERTISE

Phil Breidenbach is an Executive Vice President, Office Properties Solutions Group, with Colliers International. He has specialized in commercial real estate since joining Colliers in 1984. Phil represents both landlords and tenants and focuses on “life of the asset” landlord representation, tenant advocacy, site selection, corporate solutions, and acquisitions and dispositions.

The Office Properties Solutions Group builds on the strengths of its members with a synergy not often found in today’s commercial real estate environment. The team structure allows representation of both landlords and tenants, and the diverse base of knowledge and expertise leads to successful and tailored real estate solutions. The team builds relationships that continue far beyond a single successful transaction.

PROFESSIONAL ACCOMPLISHMENTS

Phil has consistently been recognized as one of the industry’s leading professionals. In 2013 his team was named the #5 Top Team in Greater Phoenix.

CORE COMPETENCIES

- Building and Office Space Marketing
- Tenant Representation
- Strategic Real Estate Plan Development and Implementation
- Build to Suit Analysis
- Site Selection

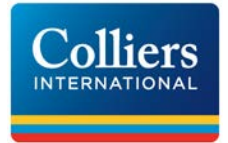
COMMUNITY INVOLVEMENT

- St. Theresa School Board
- Make-A-Wish Foundation
- Arcadia Little League



Pete O'Neil

RESEARCH MANAGER | GREATER PHOENIX



pete.oneil@colliers.com

EDUCATION AND QUALIFICATIONS

Master of Business Administration (MBA)
Arizona State University

Bachelor of Arts
Government and Politics
University of Maryland

CONTACT DETAILS

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AREA OF EXPERTISE

Pete O'Neil is the research manager for the Greater Phoenix region of Colliers International. Pete leads all research activity for the region, including publishing quarterly statistical reports for each property discipline and other ad hoc reports, maintaining a database of economic indicators to provide forecasts, and analyzing and interpreting real estate trends. Pete joined Colliers in 2010.

ROLES AND RESPONSIBILITIES

Pete is responsible for all aspects of the Greater Phoenix research operations. These include the composition of quarterly research reports for all major property segments, developing and providing annual forecasts for local supply and demand indicators, and speaking at client forums and industry events.

The Greater Phoenix Research team analyzes and produces reports across the wide range of commercial property segments. Report coverage includes: Office, Industrial, Retail, Multifamily, Medical Office and Institutional Office properties, as well as Land and Investment sales. The Research Team maintains databases for both sales and lease comps to monitor current and past market leasing and sales trends.

The Greater Phoenix Research team also monitors economic, demographic and employment trends at the national and local levels. These factors drive many aspects of the commercial real estate and a keen understanding of them allows the Research team to accurately assess and predict current and future market fundamentals.

PROFESSIONAL ACCOMPLISHMENTS

Since joining Colliers International, Pete has expanded the market research reports for the Greater Phoenix region to include Institutional Office, Multifamily and Land.

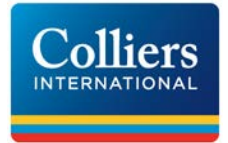
BUSINESS BACKGROUND

Pete was previously with Marcus & Millichap in Phoenix, where he was the senior market analyst, with responsibility for writing economic and commercial real estate reports, assisting in statistical modeling and forecasting of national and local economic and real estate trends, and developing research briefs analyzing the impact of economic data on commercial real estate. He also held the position of national publications manager at Marcus & Millichap, managing a team of 12 analysts to produce all local and national reports.



Sandy Machado

MARKETING COORDINATOR | OFFICE PROPERTIES



sandy.machado@colliers.com

EDUCATION

Western Illinois University
Macomb, Illinois

AFFILIATIONS AND MEMBERSHIPS

Arizona Commercial Real Estate Women (AZCREW)

CONTACT DETAILS

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LICENSE INFORMATION

Number: SA624304000

Type: Real Estate
Salesperson

Status: Active

Expire Date: 10/31/15

AREA OF EXPERTISE

Sandy Machado is the Marketing Coordinator for the Office Properties Solutions Group, which includes Phil Breidenbach and Kathy Foster. Sandy joined the team in 2007, after having worked with Colliers International in San Jose and Palo Alto, California for ten years.

Sandy is responsible for team marketing materials, organizing open houses and client tours, and responding to prospect and client requests for information. She also prepares sale and lease documents, compiles property and deal activity reports, and maintains the group's client database in Apto.

BUSINESS BACKGROUND

Prior to joining Colliers, Sandy was assistant to the president and vice president of Darwin Realty & Development Corporation in Elk Grove Village, Illinois for nine years.

INDUSTRY INVOLVEMENT

Sandy is involved with the professional women's organization Arizona Commercial Real Estate Women (AZCREW).

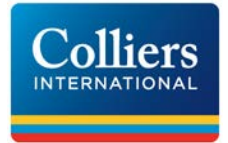
COMMUNITY INVOLVEMENT

- Cal Ripken Youth Baseball League Surprise, AZ
- Colliers AZ Cares



Ramey Peru

ASSOCIATE VICE PRESIDENT | THE LANDSOURCE TEAM



ramey.peru@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Business Administration
Accounting
University of Arizona

AFFILIATIONS AND MEMBERSHIPS

Urban Land Institute (ULI)

Fiesta Bowl Committee

- 2011 Committee Member of the Year
- 2010 Newcomer of the Year

CONTACT DETAILS

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[www.colliers.com/
azlandsource](http://www.colliers.com/azlandsource)

LICENSE INFORMATION

Number: BR547201000
Type: Real Estate Broker
Status: Active
Expire Date: 8/31/16

AREA OF EXPERTISE

Ramey Peru is an Associate Vice President with the LandSource Team, specializing in the sale of land. He focuses on representing buyers and sellers of developable land in the Phoenix metropolitan area. Ramey's area of expertise is research and due diligence. He delivers critical information regarding the viability of land sites and provides accurate market data that is crucial to the development process.

The LandSource Team has a history of success, with more than 50 years of combined experience. They are committed to a team approach, which always puts their clients' needs first. Each member has unique competencies that increase value in the different stages of every transaction. The team specializes in finding creative solutions for the new reality of today's ever-changing market and has the resources to uncover new information for their clients' specific challenges. Their extensive track record of successful assignments reflects the team's dedication to locating the right property that fits the needs of each client, whether a developer, investor, or user.

The team is structured around the strengths of each individual. On every assignment, each member brings his individual expertise for the benefit of their clients. The team is organized around relationships, marketing, service delivery and a focus on completing transactions that meet the requirements of the buyer and seller. They have represented premier developers and select landowners with acquisition, disposition, ground lease, site selection and land valuation within the greater metropolitan areas of Arizona.

Visit the LandSource Team at
www.colliers.com/azlandsource

BUSINESS BACKGROUND

Ramey holds an Arizona Dept. of Real Estate Broker's License and has been in the commercial real estate industry since 2004. Prior to joining Colliers International in 2006, he specialized in land sales at NAI Horizon.

COMMUNITY INVOLVEMENT

Ramey is a member of the Fiesta Bowl Committee whose mission is to stage two of the top college football games in the nation and to contribute strongly to the state's economic development and to higher education.

The Fiesta Bowl Committee's activities include fundraising and planning events for the annual football game and its festivities.

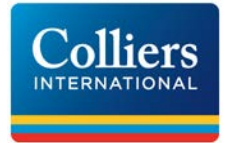
In recognition of his dedication and service, Ramey was named:

- 2011 Committee Member of the Year by the Fiesta Bowl Committee.
- 2010 Newcomer of the Year by the Fiesta Bowl Committee.



Shannon O'Keefe

MARKETING SPECIALIST | OFFICE PROPERTIES



shannon.okeefe@colliers.com

EDUCATION AND QUALIFICATIONS

Bachelor of Science
Business Marketing
WP Carey School of
Business
Arizona State University
Summa Cum Laude

AFFILIATIONS AND MEMBERSHIPS

Arizona State University
Alumni Association

CONTACT DETAILS

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LICENSE INFORMATION

Number: SA585760000
Type: Real Estate
Salesperson
Status: Active
Expire Date: 8/31/15

AREA OF EXPERTISE

Shannon O'Keefe is the marketing specialist on the team of Todd Noel, CCIM, Keith Lambeth and Ryan Timpani. The team is a premier tenant representation group in Phoenix as well as nationally.

Shannon provides superior client relationship management by adhering to a proactive approach to responding to client's needs. Shannon's multifaceted experience within commercial real estate, along with her problem-solving attitude, allows her to deliver creative solutions to her client's goals.

As an integral member of the team, Shannon's principal responsibilities are to manage the team's marketing activities and assist in developing marketing strategies for each client. She also oversees the creation of print and electronic marketing materials tailored specifically to each client and coordinates client and property tours, open houses and special events.

PROFESSIONAL ACCOMPLISHMENTS

- 2014 – Ranked as the #1 Office Team and #3 Top Team in Greater Phoenix
- 2013 – Ranked as the #1 Office Team and #3 Top Team in Greater Phoenix
- 2012 – Ranked as the #1 Office Team and the #4 Top Team in Greater Phoenix
- 2011 – Ranked as the #1 Team in Greater Phoenix

BUSINESS BACKGROUND

Prior to joining Colliers, Shannon was the senior brokerage coordinator for the retail team at Cushman & Wakefield of Arizona. Her principal responsibilities included the synchronization of the retail team's marketing efforts, producing marketing packages for tenants and landlords, creating tour packages to guide prospective clients, and managing online marketing efforts. She also prepared letters of intent, lease documentation and monthly reports. Prior to joining Cushman & Wakefield, Shannon was the Marketing Manager for a boutique commercial real estate company in Phoenix.

Shannon received her Bachelor of Science in Business Marketing from Arizona State University where she graduated Summa Cum Laude.

COMMUNITY INVOLVEMENT

Shannon is actively involved with and supports the following organizations:

- The Salvation Army in Phoenix
- Hands on Greater Phoenix
- TGen Research Institute
- American Cancer Society

7.3 EXPERIENCE

Please include no more than ten example projects your current brokers have completed in the past five years that demonstrate their specific experience with commercial and public sector real estate, market feasibility analysis, financial analysis, planning, stakeholder engagement, contract negotiations, property disposition, property acquisition, leasing and development activities. Responding firm shall include a list and brief description of commercial projects that the respondent and/or team member(s) successfully provided commercial real estate advisory services for. Please include a variety of projects that demonstrate experience with purchase/sale of buildings, purchase/sale of raw land and leasing experience.

For each project, provide the following:

- Detailed property description including listing and final sale price
- Location of the property
- Description of respondent's role
- Completion date of service, and
- The fee for the services provided.

Each property example should be described in an executive summary format limited to one (1) page each.





GRAND CANYON UNIVERSITY | MAIN CAMPUS

To accommodate the increasing ground campus enrollment from 1,100 students to over 25,000 students, GCU hired Colliers International as the Strategic Real Estate Advisor to assemble more than 300 acres of land to add to GCU's existing 89 acre Phoenix campus.

The multi-year, multi-faceted approach to assemble more than 821 individually-owned properties is one of the largest infill urban assemblages in the United States. Being a private, for-profit institution, GCU (and in-turn Colliers) was required to approach every single parcel owner to negotiate a "fair market" transaction as opposed to public institutions that could utilize eminent domain proceedings.



RESULTS

In less than two years, the thoughtful and strategic approach to the assemblage has resulted in acquiring more than 75% of the required land at less than 50% of the budgeted value. The assemblage has allowed for the client to construct over \$400,000,000 of state-of-the-art classrooms, lecture halls, student housing, and athletic facilities.

PROJECT DETAILS

- Property Address: 3300 W. Camelback Road, Phoenix
- 300 Acres

SERVICES PROVIDED

- Strategic Planning
- Market Analysis
- Site Selection
- Demographic Analysis
- Project Management
- Financial Analysis
- Research
- Transaction Management



GLENDALE PREPARATORY ACADEMY & ARCHWAY GLENDALE

Glendale Preparatory Academy's original facility, located at 7201 W. Beardsley Road, was underperforming and could not fill their classrooms. After an extensive study of detailed demographic data, the Colliers Team determined that Glendale Preparatory Academy should relocate to a very specific, tight geographic submarket with little land and no existing facilities in order to achieve success. Given the tough assignment, the Colliers Team set out to find the perfect location that would satisfy the client's needs to increase enrollment and revenue.



RESULTS

The Colliers team performed a multi-year, extensive search of existing school facilities and land opportunities for development. The Colliers Team ultimately facilitated an off-market transaction with two separate land owners to combine their parcels resulting in the acquisition of a 10-acre site that would eventually house an 80,000 RSF K-12 state-of-the-art educational facility. The new location saw enormous success with their enrollment numbers soaring to 100% of capacity. The school currently has a waitlist of over 1,900 potential students. The Colliers Team assisted the client in securing favorable financing through a long-term (30-year) tax exempt bond.

PROJECT DETAILS

- 23276 N. 83rd Ave., Peoria, AZ 85383
- Total building RSF; 80,000 RSF
- Number of floors; 2
- Cost of construction; \$10 million
- Fee: 3% on land acquisition
- Completed Fall 2013
- Securing a BBB+ rating from Fitch Ratings
- Securing a \$16.425M IDA open market Bond through the Phoenix IDA
- Successfully filling the building with students and successfully operating a \$9M+ operation on the site
- Completing a successful \$3.5M capital campaign

SERVICES PROVIDED

- Strategic Planning
- Market Research
- Mapping/Geographic Information Systems
- Financial Modeling
- Zoning/Permitting
- Developer Selection
- Budget Scheduling/Cost Control Management
- Analysis of Debt/Equity Requirements
- Site Selection
- Project Management
- Demographic Analysis



CROWN CASTLE INTERNATIONAL CORP | BUILT-TO-SUIT

The Colliers Team was hired by Crown Castle International Corp. (NYSE:CCI) to simultaneously identify expansion opportunities for a 60,000 – 80,000 SF requirement in their existing building/complex as well as a potential relocation.



The asset that Crown Castle occupied was part of a larger development that was controlled exclusively by a single developer/landlord. A single entity controlled the entire available inventory of adjacent properties, leading to an enhanced position of Landlord perceived leverage. During the expansion/renewal negotiations, the incumbent Landlord proved to be extremely difficult and unrealistic when it came to the economic package offered to Crown Castle.

RESULTS

Crown Castle relocated to a nearby development; launching the construction of a brand new 70,000 RSF building that gave them complete design authority while still achieving a starting rental rate that was \$6.00 per square foot lower than their proposed renewal rate. The timeline from signed lease to delivery of the building was approximately 14 months. By relocating, Crown Castle was able to save over \$2,400,000 over the life of the lease, despite occupying a brand new building and tailoring the design and construction build-out to suite their unique specifications.

PROJECT DETAILS

- Property Address: 8.5 acres of land located at SEC Stearman & Germann Roads
- Construction of a new 70,000 SF facility scheduled for July 2015 completion
- \$6.00 per square foot rental rate savings equating to \$2,400,000 savings over the life of the lease
- Purchase Price: The Colliers Team negotiated a thirteen (13) year lease with options to purchase at the second (2nd) and third (3rd) years of the lease term. The lease rate and purchase price were negotiated at an aggressive rental constant due to Crown Castle's excellent credit.
- Fee: 5% of total lease value and 3% of land purchase price

SERVICES PROVIDED

The Colliers Team presented comprehensive analytics and thorough market analysis that ultimately allowed Crown Castle to make their final decision to construct a new facility from the ground up. Colliers coordinated the site selection process during build-to-suit negotiations and guided Crown Castle through each step of the process. A detailed list of services is provided below.

- Tenant Representation
- Market Analysis
- Project Management
- Site Selection
- Financial Analysis
- Strategic Planning
- Built-to-Suit Negotiations



LabCorp | BUILDING PURCHASE

Kathy Foster was hired by LabCorp. to identify a regional consolidation totaling 175,000 - 200,000 SF. LabCorp had a large laboratory located at the Cotton Center in Phoenix, AZ and it was critical that the new headquarters be located in close proximity to the existing lab. LabCorp had limited time to locate a facility and had several leases expiring within an 18 month period.



At the time, there was no availability within the perimeters that could meet the needs of LabCorp. After diligently calling each and every owner and broker in the Cotton Center and the surrounding area. Kathy was successful in locating an opportunity. The 205,000 SF industrial warehouse building was less than 1/2 mile from the lab facility. The building was not for sale, had a long term lease with an existing tenant and had no other vacancies. There were many parties involved in the complex negotiations, but within a short period of time, Kathy was successful in negotiating a buy-out between the existing tenant and landlord, and the building purchase for LabCorp.

RESULTS

LabCorp purchased the building for \$85.37 per (\$17.5 million), achieved substantial savings and efficiencies through the consolidation of several locations. Building closed escrow on-time and LabCorp. was able to complete required improvements to occupy within their specified timeframe.

PROJECT DETAILS

- Property Address: 5005 N. 40th Street, Phoenix, AZ
- Building purchase
- \$85.37 per square foot rental rate savings equating to \$2,400,000 savings over the life of the lease
- Fee: 4% of total purchase price

SERVICES PROVIDED

The Team presented comprehensive analytics and thorough market analysis that ultimately allowed LabCorp to purchase a new facility to accommodate their needs. A detailed list of services is provided below.

- Tenant Representation
- Market Analysis
- Site Selection
- Financial Analysis
- Building Purchase Negotiations



GARMIN INTERNATIONAL

Garmin International had an existing lease for approximately 25,000 SF and a remaining lease term of 48 months in their Chandler, Arizona location. The firm needed to triple in size and plan for additional expansion on a long term basis. Garmin hired the Colliers Team to put together a strategic plan and present the options that were available to them.



The Colliers team assisted Garmin in analyzing multiple transaction scenarios, including leasing, lease versus own and build to suit options. Build to suit was the preferred option so the Colliers team immediately began locating all of the possible sites. After careful review, the decision was made to purchase 8.9 acres in the Chandler Corporate Center business Park. The Team developed an RFP that was submitted to several developers. After two rounds of negotiations, interviews with candidate developers and extensive analysis of design criteria and value engineering, a local developer was selected.

RESULTS

The team successfully negotiated an aggressive rental constant, substantial tenant improvements and provisions to ensure that the facility was completed on time.

PROJECT DETAILS

- 585 N. Juniper Drive, Chandler, AZ 85226
- Total building RSF; 25,000
- Number of floors; 2
- Parking ratio per 1,000 RSF; 5:1,000
- Tenant improvement allowance per RSF. \$45.00
- Fee: 5%
- Completed July 2014

SERVICES PROVIDED

- Tenant Representation
- Market Analysis
- Project Management
- Research
- Site Selection
- Strategic Planning
- Demographic Analysis
- Financial Analysis
- Transaction Management
- Built-to-Suit Negotiations

Madison Pointe



Encanto Pointe



(Not pictured Indigo Pointe Amber Pointe Topaz Pointe)

Mark Shoemaker of the NRP group, LLC has a long standing relationship with Chaz Smith, John Finnegan and Ramey Peru. Retained in 2007, the sole responsibility of the team was to find sites that were suitable for development of for-rent Senior and Multi-family Units for Low Income Housing Tax Credits (LIHTC) issued by the Maricopa County Housing Authority. LIHTC housing credits are need based according to a Qualified Application Plan (QAP) issued each year by the Arizona Department of Housing. The QAP serves as a guideline to a scoring system in which each project is awarded. LITC is a competitive process, Developers interested in pursuing sites for LITC need to have site control for 6 months, complete an application that includes, but not limited to, full economic feasibility study, demographic feasibility study, cost analysis, rent analysis, and appraisals. The property is then scored based on the QAP of that year, the site selected needs to score in the top tier to receive funding.

In 2011 the QAP application was overhauled- including specific requirements which left few sites if any that qualified: requesting the development site to be one mile from a light rail station, one quarter of a mile from a hospital, zoned for the intended use (no rezoning) and a non- profit partner.

TASKS

- Colliers performed a feasibility study along the light rail which equated to 4 light rail stations that has a hospital in a one quarter mile radius.
- Colliers identified each vacant land site and confirmed zoning within the boundary, then furthered the search to redevelopment.
- Colliers secured two Mobile Home Parks that fit the criteria of zoning, and the required distances of transportation and healthcare.
- Colliers interviewed non-profit partners (ultimately chose Native American Connections and Veterans Services)
- Colliers integrated their land database with overlaying demographic information creating a mapping system that benefitted the application.
- Colliers managed the transaction through uncharted circumstances for both parties. Federal law requires full responsibility of relocation of residents while redeveloping using Federal Funds. Colliers assisted in relocating the residence.

RESULT

Encanto and Madison Pointe were award winning projects for both the Arizona Housing Authority and NRP. The project has been referenced nationally as the poster project for affordable housing while redeveloping.



GreatHearts
classical education, revolutionary schools



VERITAS PREPARATORY ACADEMY & ARCHWAY VERITAS

The former Motorola Facility had been sitting vacant for nine years and had significant physical issues that needed to be addressed. The building had to be completely converted from an office building into both a grade school and a junior high/high school campus. This included building a regulation high school gym, a 600-seat performing arts center, a playground, and converting half of the parking lot into a football/soccer field. Also constructed was 20,000 square feet of second floor office space for Great Hearts Academies, the Charter Management Organization which operates the Veritas Preparatory schools along with nineteen other schools in Metro Phoenix.



RESULTS

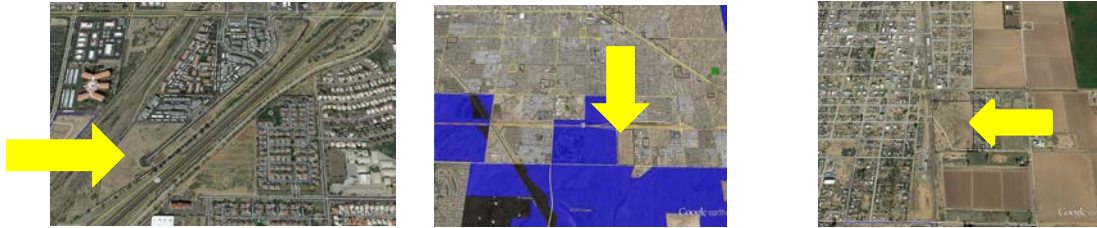
Although the project had been sitting vacant for nine years, it proved to be the perfect size for the current use. The front entry, formally used for Motorola clients, is now the entrance for Great Hearts and Veritas Prep; and the rear entry, formally used for Motorola employees, is the entrance for Archway Veritas (K-5). The 13.5 acre site not only allowed for the parking needs for the uses, but also provided enough space to install a 100-yard regulation football/soccer field. All of this in the heart of the Arcadia neighborhood, the perfect neighborhood for such a quality educational offering.

PROJECT DETAILS

- 3102 N. 56th Street, Phoenix, AZ 85018
- Previous land/building use; Former Motorola Regional Headquarters
- Total building RSF; 142,000
- Number of floors; 2
- Parking ratio per 1,000 RSF; 6:1,000
- Purchased for \$6 million
- Invested \$9 million in improvements
- Fee: 3%
- Completed May 2012
- The Veritas Campus has been a tremendous success in every way, including financially. The building is owner-occupied (Veritas Prep, grades 6-12; Archway Veritas, grades K-5; and Great Hearts Academies, the parent company) and currently houses 1,120 students along with the Great Hearts Corporate offices. Financial highlights include:
 - Securing a BBB+ rating from Fitch Ratings
 - Securing a \$16.425M IDA open market Bond through the Phoenix IDA
 - Successfully filling the building with students and successfully operating a \$9M+ operation on the site
 - Completing a successful \$3.5M capital campaign
 - Winner of 2013 Best of NAIOP Redevelopment Project of the Year

SERVICES PROVIDED

- Strategic Planning
- Site Selection
- Project Management
- Demographic Analysis
- Employee Surveys



KEYBANK NA (portion of portfolio shown)

KEYBANK NA, a nationally charter bank needed valuation, entitlement, and disposition work from 2010 to 2013. The asset class was a vast portfolio of land, a total of 10 properties, in different stages of entitlements and improvements. Irrigated farm land, land with full residential improvements (including vacant houses), land with commercial improvements (curb, street and gutter) were “bundled” together for a national note purchase that failed to close Escrow. Prudent business decisions needed to be made on each individual asset moving forward as it related to market conditions, furthering entitlements, unwinding entitlements, property taxes, and farm lease agreements. This was an REO portfolio in which the ultimate goal was to recoup as much as money as they could, spend as little as possible, as sell as quickly as they could (12 months). They did not have any due diligence on the properties from the borrower. Key Bank hired Chaz Smith John Finnegan and Ramey Peru of Colliers International.

RESULTS

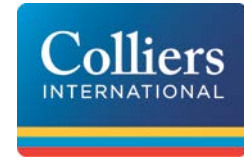
- Colliers toured each site, met with each municipality and staff members, fully researching the site and ultimately creating a binder .The binder included all facets of the site, lease agreements, improvement costs, taxes, expiring entitlements, exiting entitlements, and HOA payments. This was used as a quick reference point for the bank.
- Colliers created a disposition strategy, evaluating each asset individually then as a group. Set criteria on future value, holding costs, an analysis of current offerings “flooding the market”, and overall perception of the site were all considerations.
- By having an ongoing contract with Colliers, there was a perception in the market that each of the assets were stabilized, taken care of, and positioned properly.
- Colliers completed each of the transactions successfully.

PROJECTS (partial)

- 26 Acre fully improved mixed use site
- 40 Acres Farm Land
- 60 acres Commercial Land
- 8.63 Acres Residential Land

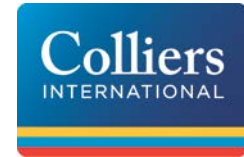
SERVICES PROVIDED

- Transaction Management
- Project Management
- Strategic Planning
- Valuation
- Advisory

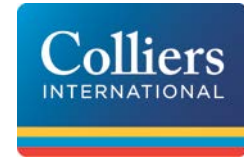


Below is a partial list of the team's combined experience:

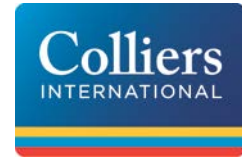
Client	Project Description	Transaction Type	Year(s) Completed	Fee for Services
Land Transactions				
Domes Grading	164 Acres – Vacant Land	Land	2013	\$130,000
Hudson Capital	16 acres Farm Land	Land	2014	\$70,000
Sheeley Farms	164 Acres Farm Land	Land	2014	\$175,000
LandValorem North America	2389-acre Master Planned Community named Elianto in Buckeye, Ariz.	Land	2012	\$142,000
US Bank	556-acre Master Planned Community named Silverado in Pinal County, Ariz.	Land	2012	\$91700
PNC Bank	45.73-acre multifamily/commercial site at SWC of Val Vista and Williams Field	Land	2013	\$225,000
Key Bank	78-acre commercial site at US 60 and Idaho Rd., Apache Junction, Ariz.	Land	2012	\$170,000
Kindred/Wayne Hills	29.23-acre mixed-use site at Loop 202 and Power Rd., Gilbert, Ariz.	Land	2012	\$115,000
Key Bank	22.63-acre mixed-used site at Loop 101 and Thunderbird Rd., Peoria, Ariz.	Land	2012	\$100,000
Mark Taylor	15.44-acre multifamily site at Pecos Rd. and Val Vista Dr., Gilbert, Ariz.	Land	2012	\$120,000
Key Bank /DR Horton	9.25-acre high-density residential site at Bell Rd. and 75 th Ave., Peoria, Ariz.	Land	2012	\$50,000
NRP Group	4.30-acre mobile home park at Indian School Rd. and 9 th St., Phoenix, Ariz., to be redeveloped as affordable multifamily housing 128 finished condo lots in the Serenity Shores Community in Chandler, Ariz.	Land	2012	\$160,000
Commercial Real Estate Transactions				
AIG	500,000 SF (multiple projects Inc. site selection, sublease disposition, demographic and mapping analytics)	Multiple	1995-2015	3- 5%
United Healthcare	500,000 SF (multiple projects Inc. site selection, sublease disposition, demographic and mapping analytics)	Multiple	2013/2014	3- 5%



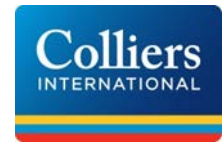
Grand Canyon University	Acquisition of over 250 acres SF east of 3300 W. Camelback Rd.	Acquisitions	2013-2015	0-3%
Great Hearts Academies	450,000 SF (multiple projects)	Lease / Build / Acquire	2013-2015	2-5%
Lincoln Preparatory Academy	Build to suit. 11 acre campus / 80,000 SF K-12 education facility	Build to Suit	2014	3%
Glendale Preparatory Academy	Build to suit. 10 acre campus / 78,000 SF K-12 education facility	Build to Suit	2012	3%
Arete Preparatory Academy	Build to suit. 10 acre campus / 78,000 SF K-12 education facility	Build to Suit	2014	3%
Archway Classical Academy Scottsdale	22,400 SF campus	Lease	2013	5%
Grand Canyon University College of Nursing	Sun City, AZ Off campus classrooms and admin. support for the College of Nursing	Lease	2013	5%
Grand Canyon University IT Dept.	2001 W. Camelback Road 26,000 SF Office Lease	Lease	2012	5%
Grand Canyon University College of Nursing	Albuquerque, NM Off campus classrooms and administrative support for the College of Nursing	Lease	2013	5%
Grand Canyon University College of Nursing	Scottsdale Gateway Off campus classrooms and administrative support for the College of Nursing	Lease	2013	5%
Grand Canyon University Facility Dept.	3453 West Earll Drive Warehouse / Fulfillment Center	Lease	2012	5%
Grand Canyon University Back office Operations center	5115 N 27 th Ave	Sale	2012	3%
Grand Canyon University East Valley Campus	Eastmark land purchase	Sale	2014	2%
Grand Canyon University College of Nursing	Tucson, AZ Off campus classrooms and administrative support for the College of Nursing	Lease	2014	5%
Skyline Education	31,000 SF K-12 charter school New ground up facility	Lease	2014	5%



Academy of Math & Science	17,500 SF Campus	Lease & Sale		5%
CREO School	21,000 SF	Lease	2014	5%
Basis Schools	Fulton Ranch – 22,000 SF	Lease	2014	3%
Sonoran Science Academy	17667 N. 91 st Ave.	Lease	2015	3%
Sequoia Charter Schools (Choice Education)	26,000 SF K-8 educational facility	Lease & Sale	2013	5%
The Leona Group, LLC	Multiple educational facility and back office leases	Lease	2011-2014	2-3%
Pieceful Solutions	14,000 SF for a Special Education Private School	Lease	2014	5%
Limelight Networks	125,000 SF	Lease	2014	5%
Community Bridges	300,000 SF (multiple projects)	Lease	2014	3-5%
Crown Castle International	70,000 SF	Build-to-suit	2015	5%
URS	40,000 SF	Lease	2012	5%
Garmin International	70,000 SF	Built-to-suit	2013	5%
Morgan Stanley Smith Barney	75,000 SF (multiple projects)	Lease	2013	5%
Clear Channel Outdoor	60,000 SF	Lease	2014	5%
Gammage & Burnham	58,000 SF (multiple projects)	Lease	2014	5%
Starwood Hotels & Resorts	55,000 SF	Lease	2014	5%
Guardian Collections	25,000 SF (multiple projects)	Lease	2013	5%
American Reliable Insurance	50,000 SF	Lease	2010	5%
Oakwood Corporate Housing	50,000 SF	Lease	2015	5%
Avesis	45,000 SF (multiple projects)	Lease	2014	5%
Move.com	50,000 SF	Lease	2011	5%
SWCA Environmental	40,000 SF (multiple projects)	Lease	2015	5%
Apex Media	7,300 SF	Lease	2014	5%
Arizona Health Advantage	25,000 SF	Lease	2014	5%
Maricopa County	29,000 SF	Lease	2014	5%
The COMP Consulting Group	7,500 SF	Lease	2014	5%
Homesite	34,000 SF	Lease	2014	5%
Driggs Title Company	42,000 SF	Lease	2012-2015	5%



Fresenius Medical	Black Canyon Tower 11,500 SF	Lease	2015	5%
Fenway	Black Canyon Sale	Sale	2015	5%
LGE	Watermark	Multiple	2015	5%
Greenwood Hall	10,000 SF	Lease	2015	5%
Sage	250,000 SF (multiple projects)	Lease	2010-2015	2.5% - 5%
ASG	300,000 SF (multiple projects)	Lease	2010-2015	3% - 5%
LabCorp	120,000 SF (multiple projects)	Multiple	2012	3% - 5%
Allstate	120,000 SF (multiple projects)	Lease	2010-2015	5%
Delta Career Ed	35,000	Lease	2010	5%
Blood System, Inc	500,000 SF (multiple projects)	Multiple	2010-2015	5%
Aid to Adoption of Special Kids	35,000 SF (multiple projects)	Building Purchase	2012 – 2015	3%



7.4 SPECIALIZED TEAMS

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



7.4 SPECIALIZED TEAMS

Colliers has a variety of specialized teams that would add significant value to MCCCCD. Our teams consist of enterprising people and an enterprising spirit. It drives us to take initiative, think creatively, collaborate to achieve, and use our expertise to innovate on behalf of MCCCCD. Our real estate services are attuned to the unique needs of learning institutions and their students. We help both public and private education organizations further their academic mission through a thoughtful approach to facilities development and management.

Our advisory services team works with outside consultants, strategic planners and campus planning experts to optimize portfolio efficiency and develop occupancy strategies. We handle acquisition and disposition for educational clients including valuation, due diligence, property marketing, project management and negotiation. Our facilities management specialists also offer deep expertise in educational facilities, resulting in reduced operating costs and greater space and resource efficiency. Below is a highlight of our specialized teams:



Colliers Educational Services Group

Todd Noel, CCIM is the founder and National Director of the Educational Services Group (ESG). ESG is a collaborative services team comprised of veteran real estate professionals with career education facilities experience. Todd represents and consults with education clients to achieve cultural, process.

Colliers ESG has specialized teams covering the major markets of the US to assist our clients in facilitating a market relevant approach to achieving high ROIs and enhanced cost per share through the real estate process. Colliers ESG aligns our clients' real estate portfolios and assets with their core business strategy and measure of success, objectives, campus and work culture, demographic and human resource needs. The ESG is your partners at the table.



Occupier Advisors

Both Todd Noel and Kathy Foster are members of Colliers Occupier Advisors (OA). The group comprises market leading tenant-focused advisors in gateway metropolitan areas across the Americas working as one collaborative, accountable team to address your real estate issues. The group brings a sharp focus to advising high-profile businesses with large, complex needs and operates at strategic and tactical levels with your company's leadership to enable well-informed, profit-driven real estate decisions. Providing high-level, integrated service that few of our competitors have, we can deliver real estate business solutions that: add measurable value, improve workplace performance, reduce costs, expand flexibility, decrease business operating risks, and increase overall profitability.

This group brings together the best practices, tools, experience, and negotiating expertise of Colliers' most practiced and talented tenant rep brokers to achieve your goals. By sharing the best-in-class thinking of our preeminent specialists from across North America, we are better positioned to give MCCCCD the highest-quality advice and thus achieve the most advantageous results.





Colliers will accelerate MCCC's success through our in-depth expertise, shared sense of initiative, and unparalleled ability to collaborate and through our Mission, Vision and Values.

Colliers Mission, Vision and Values

Mission

"Colliers International is a leader in global real estate services, defined by our spirit of enterprise. Through a culture of service excellence and a shared sense of initiative, we integrate the resources of real estate specialists worldwide to accelerate the success of our partners."

Diversity and Accessibility

"We believe that building understanding, respect, and appreciation for different people contributes to our growth and accelerates our collective success."

At Colliers International, we provide a diverse workplace in which every voice is heard and in which all will succeed while learning from one another. We believe that building understanding, respect, and appreciation for different people contributes to our growth and accelerates our collective success.

Colliers International is committed to attracting, training, rewarding and retaining the best people. We believe complex projects are best served by a team with multiple perspectives, so we actively bring together diverse people in partnership to serve our clients and support our teams. Our approach to teamwork and communication makes diversity an exceptional asset for our people and projects.

Our approach seeks a deeper understanding of the subtle business drivers and market dynamics that can influence real estate decisions, paired with a drive to exceed expectations through creative and customized real estate solutions. We thrive on challenge, and we have the tenacity to get it done.

Vision

Our Commercial Vision: To deliver the best service experience.

Our Cultural Vision: To accelerate the success of all our partners.

Values

Service - We create positive, memorable experiences by exceeding expectations in business outcomes and personal interactions. Integrity, ethics and empathy guide every interaction and define our service approach with clients and colleagues.

Expertise - We pride ourselves on building and sharing expertise to create success for our clients and our people. Our passion for continuously expanding our knowledge base enables us to take a fresh and imaginative approach to everything we do.

Community - We are deeply committed to our communities, and to building sustainable business practices, environments and workplaces. We show compassion for those in need and we value and respect each other's differences and individuality.

Fun - We are serious about our work but don't take ourselves too seriously. We value an optimistic, energetic and dynamic work environment that emphasizes social and business interaction. We are successful because we enjoy what we do.





Todd Noel, CCIM, Executive Vice President, Greater Phoenix

Over 15 years' experience

Kathy Foster, Senior Vice President, Greater Phoenix

Over 20 years' experience

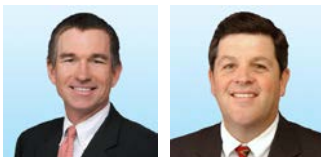
Transaction
Management Advisory

From needs assessment to comparative analysis, and from space planning to contract negotiations, we offer guidance throughout the process of securing a facility. Our specialists ensure each transaction serves your long-term business strategy and your objectives for cost, flexibility and stability.

Strategic planning for the real estate department, setting real estate portfolio objectives and KPI's, designing the optimal education organization, process re-engineering and improvements, decision scorecard development and implementation and technology deployment and dashboard utilization.

Leases and purchase contracts are often landmarks in the lifetime of a business, marking a specific investment of time and resources in your building's physical space impact your enterprise long term. We work to understand your business strategy, competitors, and industry drivers that can influence your choice of space—its location, functionality, flexibility and cost.

Todd and Kathy are experts at analyzing, measuring and recommending strategies to maximize the efficiency and minimize the cost of a distributed real estate portfolio to complement the business plan.



Phil Breidenbach, SIOR, Executive Vice President, Greater Phoenix

Over 30 years' experience

Keith Lambeth, Executive Vice President, Greater Phoenix

Over 30 years' experience

Disposition Team
Landlord Advisory

We work to understand your short- and long-term objectives for the property you need to dispose of, develop a strategy that achieves the maximum return on investment.

We provide a clear overview of compelling properties and market trends to develop a strategic property marketing plan. Our systemized approach to competitive analysis, marketing and communication ensures you'll never miss a prospect. Our team works will on behalf of MCCCCD and do more than searching for and sign tenants. They create the strategic backbone of a property marketing cycle that positions the property in the marketplace and secures the right tenants, building value to support the landlord's ownership goals.





Chaz Smith, Senior Vice President, 35 years' experience



John Finnegan, Senior Vice President, over 20 years' experience



Ramey Peru, Associate Vice President, 10+ years' experience

Colliers is a national leader in land acquisition and disposition services. Representing both buyers and sellers, members of Colliers' Land Advisory Group have negotiated the sale of billions of dollars of unimproved land throughout the United States.

As experts in this highly complex real estate specialty, we have a keen understanding of more than 25 major markets, and strong working relationships with buyers and sellers in each of those markets. Our team share critical data on transactions, best practices, and market research and work collaboratively to provide clients with access to national and international markets.

The LandSource Team

The combination of experience, market knowledge, and singular focus make us uniquely qualified to help clients maximize the value of their investments in land.

The Colliers LandSource team maintains an unrivaled land database, containing extensive information on:

- Property Ownership
- Current Zoning Cases
- Sales Comps
- Active & Future Subdivisions



Cliff Plank, National Director GIS & Mapping, Phoenix

19+ years' experience

Colliers GIS is a full service geographic consulting and mapping group. We provide cartographic, demographic, and analytic products and services to Colliers professionals, affiliates, partners, and clients.

GIS & Mapping

Our deliverables vary from simple aesthetic maps to complex geographic analysis and site selection packages. Colliers GIS provides answers to complex questions, differentiates you from the competition, and adds tangible value to real estate transactions. Our goal is to provide the highest level of innovative GIS products and solutions with a strong focus on customer service, consultation, and the needs of our clients.





Project Management

Bruce Herr, Director Project Management, Greater Phoenix

15 years' experience

Project management can make or break a real estate strategy—poor management can delay a major event or product launch, put the brakes on a planned business relocation if the tenant improvements are not completed on time, or add layers of cost and confusion.

Bruce can provide a single point of accountability and leadership in every project, large and small, and a culture that takes initiative and embraces the responsibility to get it done right, on time and on budget. He can become an additional resource for MCCCDC, as needed.

Bruce has the following extensive experience with public sector projects and operations:

GSA Mariposa Land Port of Entry (MLPOE)

Nogales, Arizona

Oversight of a construction management (assist) contract for a \$184 million, complex, four-phase project.

GSA Blanket Purchase Agreement, Region 10, Northwest Arctic Region

Seattle, Washington

Management for a five-year Blanket Purchase Agreement (BPA) with GSA.

GSA Increment 2C Proof of Concepts Facilities Upgrade

Peach Arch Port of Entry

Blaine, WA

Oversight of project management services for the Peace Arch Border Crossing, the U.S./Canadian entry point primarily used by light-weight vehicles. Professional services included construction management, site inspections, and oversight of multiple independent contractors.

John Dahlin, Managing Director Real Estate Management Services, Greater Phoenix

Over 25 years' experience



Real Estate
Management Services

Real estate management is both art and science, maximizing the value of your asset through careful stewardship of its physical space, tenant relationships and overall reputation in the marketplace. Our property managers and building professionals are business people first, working in partnership with you to achieve your ownership goals.





REMS manages the Arizona State University Downtown Phoenix campus, an urban campus comprised of a combination of new, repurposed and historic buildings either owned by ASU or leased from City of Phoenix.

- 1,000,000 GSF at the Downtown Phoenix campus comprised of 13 buildings primarily academic and administration servicing approximately 15,000 students.
- Facilities include three LEED buildings (1 silver, 1 gold, 1 gold pending).
- Sun Devil Fitness Complex with rooftop pool.
- KAET Channel 8 including broadcast studios, 4 small restaurants, a bank, Congressman's office and Arizona Supreme Court offices.
- An additional 15,000 SF of administration and community services space and in 2016 the new law building will open which will add just under 300,000 SF to the campus.
- Management includes managing service contracts for the campus including janitorial and landscape services. The ASU partnership of both administration departments, such as Parking and Transit Services, ASU police, University Technology Services, Classroom Support, Environmental Health & Safety, Capital Programs Management Group, Financial Services, etc., and academic departments to ensure we meet and often exceed ASU standards. The extensive experience ASU and City of Phoenix in the development, planning and implementation of renewal and restoration capital projects and financial reporting.



Valuation and Advisory
Services

**Phil Steffens, Executive Managing Director, Valuation & Advisory Services,
Southwest Region**

Over 30 years' experience

Real estate valuations play a pivotal role in today's business climate. An accurate and well supported opinion of property value can mean the difference between reaching a critical goal—securing a loan, closing a sale, reporting to investors, choosing the best asset—or failing to achieve it altogether. Colliers Valuation & Advisory Services' reports are designed to deliver insight into a property's fundamentals, its competition and the overall market dynamics affecting value. A solid valuation report can be a strategic asset for investors, lenders and owners, provided that it addresses both a property's unique characteristics and the most current market conditions.

Commitment to high-end client service, coupled with Colliers International's unparalleled market intelligence and resources, differentiates us as the firm of choice in the real estate industry.





Colliers Technology Solutions Group

Michael Ortiz, Vice President Technology Solutions, Greater Phoenix

Over 15 years' experience

Colliers Technology Solutions Group is the trusted advisor that clients rely on for their technology and facility's needs.

The Technology Solutions Group comprises operations and compliance experts who empower clients with strategies for cost efficiencies and best practices. While most of our competitors approach technology solutions as just another office deal, Colliers' method is holistic, delivering customized, relevant technology solutions.

Colliers' Technology Solutions Group plants its flag at the intersection of technology and real estate. Our experts design and implement solutions that address issues of latency, redundancy, security and storage.



Investment Services Group

Mindy Korth, Executive Vice President Investment Properties, Greater Phoenix

30 years' experience

The Colliers Investment Services Group is a leader in connecting institutional investment capital with office, industrial, retail and multi-family real estate. With more than 50+ members nationwide completing billions of dollars in investment sales and financing transactions annually, Colliers Investment Services professionals provide a breadth of market coverage and depth of transaction focus to institutional clients. Group members continuously share sales transaction information, market research, and data on emerging capital sources and buyers. This knowledge and collaborative approach benefits our clients by providing access to regional, national and international investors to finance acquisitions and development. In addition, Colliers provides bundled solutions covering the full asset lifecycle of acquisition, management, leasing and disposition. This vertically-integrated capability is supplemented by a national database of all institutional property owners, providing Colliers Investment Services Group members the ability to offer a complete package of services to our clients.

Mindy Korth is a founding member of Discovery Triangle Development Corporation, a public/private economic development organization that focuses on the area between downtown Phoenix, downtown Tempe and Papago Park. Other board members on the Discovery Triangle Development include Gateway Community College, ASU, U of A, SRP, APS, City of Tempe, City of Phoenix, Sundt Construction, HDR Architects, DLR Architects & Engineers, Cox Communications, University of Phoenix, and Chase Bank. As a part of DTDC, we collaborate with city, airport and the college and universities on numerous long-range project to enhance this focus area.





7.5 RESEARCH DATA ANALYTICS

Information about your research department and its ability to provide current information on sales, vacancy rates, lease rates and trends in Maricopa County and more importantly their capacity for providing specific growth projections for different types of parcels. Provide the size of your research staff, their experience as well as systems for monitoring the real estate market.



7.5 RESEARCH DATA ANALYTICS

The Colliers Greater Phoenix Research department subscribes to a number of data providers, including, but not limited to: CoStar, Real Capital Analytics and Vizzda to track vacancies, lease rates, sales comps, and other commercial real estate data which gives them the ability to gather market data, as soon as it becomes available. The team also accesses public information through the Maricopa County Assessor and leverages relationships with local contacts at title agencies.

The Research Team maintains in-house lease and sales comps data libraries. Data forecasts—including, but not limited to, providing specific growth projections for different types of parcels— new development, absorption and vacancies for industrial, retail, office and multifamily properties and are made several times per year using publically available data from the US Census, Bureau of Labor Statistics and others, subscription sources such as Moody’s Economy.com and in-house statistical models. The research team meets regularly with local business development entities (Greater Phoenix Economic Council and the Arizona Commerce Authority) to assess and forecast future demand for the multiple property types as well as to track how proposed and recently passed legislation might impact future supply and demand conditions. The research team also participates in the quarterly “Phoenix Blue Chip” forecasting project spearheaded by the WP Carey School of Business at Arizona State University.

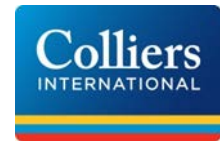
The Research Team is also supported by Colliers National Research department and Chief Economist. These resources provide national and international forecasting, as well as access to local market trends throughout the U.S. and Canada. The team also utilizes the Colliers International GIS team for mapping and demographic information.

In addition, Pete O’Neil, Research Manager, has over 10 years of commercial real estate experience and a post-graduate degree.

The Colliers LandSource team has an unrivaled land database, containing extensive information on:

- Property Ownership
- Current Zoning Cases
- Sales Comps
- Active & Future Subdivisions

This information is all displayed through Google Earth, allowing our experienced land brokers to advise our clients on the spot, without any downtime or delay. Our data is constantly updated and vetted daily by our team, so clients know what they are seeing is accurate and the most recent information available. By using this database to its full potential, we enable our clients to form the full history and future story of their current property investment or future development. The team also pulls our research from multiple sources to ensure we are getting the complete picture and can cross-reference information for verification.



7.6 REFERENCES

Responding firm shall provide five (5) client references for commercial real estate representation including any governmental clients. Information should include primary contact telephone number and email address.



7.6 REFERENCES

Grand Canyon University
Dr. Stan Meyer
Chief Operating Officer
P: 602 639 6213
Stan.Meyer@gcu.edu

Crown Castle International Corp.
Matt Seal
Real Estate Director
P: 480 734 2403
matt.seal@crowncastle.com

Great Hearts Academies
Dr. Dan Scoggin
Chief Executive Officer
P: 480 899 9181
DScoggin@Greatheartsaz.org

LandValorem North America, L.L.C.
Bob Humel
Vice President & Managing Partner
P: 416 633-1393 ext. 22
bobhumel@msn.com

Ernst & Young, LLP
Rachel J. Blankenship
Real Estate Leader, Business Enablement
404 817 5499
Rachel.blankenship@ey.com





7.7 COST/FEE PROPOSAL

Responding firms shall provide a proposed cost of services and all fees including commission.



7.7 COST/FEE PROPOSAL

The following is an outline of the cost of services and all fees that potentially would be incurred by MCCCC.

LEASE (Full Service Gross Leases and Triple Net (NNN) Leases)

Months 1 - 60 of Lease Payments: 3% - 5% of Aggregate Rental
61+ Months of Lease Payments: 1.5% - 2.5% of Aggregate Rental
Paid by respective landlord or property owner

DISPOSITION COSTS

Months 1 - 60 of Lease Payments: 3% - 5% of Aggregate Rental
61+ Months of Lease Payments: 2% - 3% of Aggregate Rental
Paid by MCCCC

BUILDING SALE

2% – 3% of the Gross Purchase Price
Paid by respective landlord or property owner

PURCHASE OF EXISTING BUILDING/LAND SITE

2% - 3% of the Gross Purchase Price

Based upon MCCCC’s requirements outlined in the Request for Proposal, Colliers believes strongly that MCCCC truly is in need of strategic planning services. In response to this need, Colliers is committed to providing the MCCCC with comprehensive strategic planning services as part of our service offering.

Colliers Fee Sharing Pool

While more information is required regarding active and anticipated projects to commit to specific pricing, Colliers proposes to implement a fee sharing pool (outlined below) to enable MCCCC to help pay for additional Colliers services such as Lease Administration, Project Management, Facilities Consulting and Dispositions fees.

MCCCC may also elect to use the rebate for a donation to Maricopa Community Colleges Foundation. Our proposed fee sharing pool is below:

Total Commissions Paid to Colliers	Share to Rebate Pool
\$0 - \$50,000	5%
\$50,001 - \$200,000	10%
\$200,001 - \$350,000	15%
\$350,001 - \$500,000	20%
\$500,001 +	30%



8. CERTIFICATIONS/SIGNATURE



PART 8. CERTIFICATIONS/SIGNATURE

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

Is your firm a:

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

* If a corporation, answer the following:

(a) Where incorporated: Delaware

(b) Date incorporated: December 21, 2006

Have your Articles ever been suspended or revoked? () Yes (X) 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 (X) 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.

SIGNATURE  _____

(PRINTED NAME) Robert J. Mulhern _____

TITLE Managing Director _____

COMPANY Colliers International _____

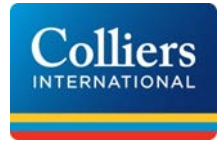
ADDRESS 2390 East Camelback Road, Suite #100 _____

CITY, STATE, ZIP Phoenix, AZ 85016 _____

TELEPHONE (602) 222-5000 _____

FAX NUMBER (602) 222-5001 _____

E-MAIL bob.mulhern@colliers.com _____



4.6 ADDITIONAL SERVICES

Proposer may offer, on a separate page referencing this Section 4.6, additional services including associated costs/prices that are not addressed in Section 7. The District retains the absolute and sole discretion to examine and consider these additional goods/service options for inclusion in the contract awarded under this RFP.



4.6 ADDITIONAL SERVICES

Colliers has an array of additional services that could be beneficial for MCCCDC.

Our goal is simple: to deliver customized, intelligent, quality, enhanced solutions for MCCCDC. We will be committed to MCCCDC and your success, from strategy to execution. And, as MCCCDC’s needs change, Colliers keeps pace with you, providing you with the right solution at the right stage in your business plan.

Our additional services and capabilities include, Organizational and Classroom Design Standards, Portfolio Optimization, Workplace Consulting, Site Selection and Incentives, Corporate Finance, Project Management, Facility Management and Leased and Owned Property Administration, Process Improvement and Technology Deployment.



The following additional services are also available to MCCCDC and would be priced according to portfolio size, number of leases, scope of work, etc. MCCCDC can elect to use the fee share pool to fund any additional services. These services are not provided by brokers and not tied to real estate transactions, providing objective and conflict-free.

SUSTAINABILITY CONSULTING

Did you know that most of the world's pollution comes from buildings? Most people think it comes from cars, but that's not true--in fact, only about 16% of the world's pollution comes from cars, while 40% comes from buildings. As a result, Colliers and MCCCDC have an incredible opportunity to make a lasting impact on environmental stewardship through our sustainability services.

“LEED for Existing Buildings is about accountability and measurement of real performance. It’s about turning over stones and actually taking a good close look at how your building is operating. And by looking you’ll almost certainly discover something that can be improved.”

William Craig, RE Vision Architecture

Colliers has over 150 LEED accredited professionals and our sustainability advisory practice. We acknowledge our responsibility as one of the world's largest real estate service companies to be leaders in thought and action supporting sustainability for business and the built environment.

Building energy use represents a significant percentage of most companies’ carbon footprints. Energy savings and reduced waste in buildings is also cost-effective and financially rewarding.

Colliers’ sustainability strategies help our clients create healthier workplaces, and classrooms which can improve enrollment, employee attraction, retention, wellness and productivity while improving each organization’s financial performance and brand.



VALUATION AND APPRAISAL

Access to experts in all major markets offering a full range of services including valuation, tax audits, advisory and management consulting. From a single commercial building to a portfolio of properties across the world, we provide you with accurate and timely appraisals that can help you better understand the value of your assets and make informed business decisions.



COLLIERS 360

Colliers 360 is a fully-integrated, scalable analytics platform that provides complete coverage for clients' Corporate Real Estate and Facilities Management technology needs.

Colliers 360 is comprised of three components that are completely agnostic from one another and can be used in tandem or as standalone applications. In a departure from a more traditional service provider technology methodology, Colliers realizes that a one-size-fits-all approach to client technology rarely serves the best interest of its clients.

Although the Colliers 360 platform has a high degree of configurability in all aspects of the solution, Colliers will support any preexisting client technology used in conjunction with any of Colliers 360 components selected.

LEASE ADMINISTRATION

Colliers Lease Administration professionals combine technology, resources and market knowledge to help streamline lease administration and help clients avoid billing errors and overpayment. Services include abstracting leases, tracking critical lease dates, auditing landlord invoices and negotiating recoveries, budgeting real estate expenses, verifying and automating lease payments, and organizing and managing real estate portfolios. With FASB's anticipated changes to corporate lease accounting, the Lease Administration function will be impacted significantly, and Colliers is playing an integral role in advising our clients and preparing them to handle these changes accurately and efficiently.

FACILITIES MANAGEMENT

Colliers International's Facilities Management offering combines financial planning, ongoing operations management and project management for a full-service solution. With a focus on total quality management, we help you achieve efficiency, cost savings and profitability. Our approach combines the basic principles of sound plant maintenance, optimum asset utilization and efficient service delivery. We consult with you to gain a detailed understanding of your unique requirements, then assign a specialized team to your property, with a single point of accountability for maximum efficiency.

Our engineering experts aim to get the highest performance possible from your buildings to ensure occupant comfort, improve systems efficiency, reduce facility operational costs and optimize profitability for the life of the building. Our focus is design, build, operate and maintain. This includes such diverse and



comprehensive services as mechanical and electrical engineering, construction, maintenance, energy/LEED® certification and onsite facility management.

PROJECT MANAGEMENT

We provide you with a single point of responsibility for your facility projects, providing end-to-end support for the development, construction and renovation of facilities. Consulting services are tailored to meet the needs of each client on a project-by-project and portfolio basis.

In addition, our discrete services offer you support as you seek to define your facility needs and options. The services include sustainability goals (LEED® certification), training, constructability reviews, value engineering reviews and construction oversight.

WORKPLACE CONSULTING

The Colliers team features experts in Alternative Workplace Strategy (AWS) leadership, workforce analysis and scenario planning. These experts can help MCCC understand the new workplace and adapt their facilities for their workforce and students.

The current business model in a time of limited and declining resources, increasing tuition, declining enrollments, and increasing competition, is no longer sustainable.

Advances in communications and information technology are already disrupting the business models of traditional colleges and universities by creating a global market for knowledge delivered in new ways and in new formats, and frequently at less cost. Many colleges are eliminating the requirement for instructors to have private offices and are evaluating the overall workspace function.

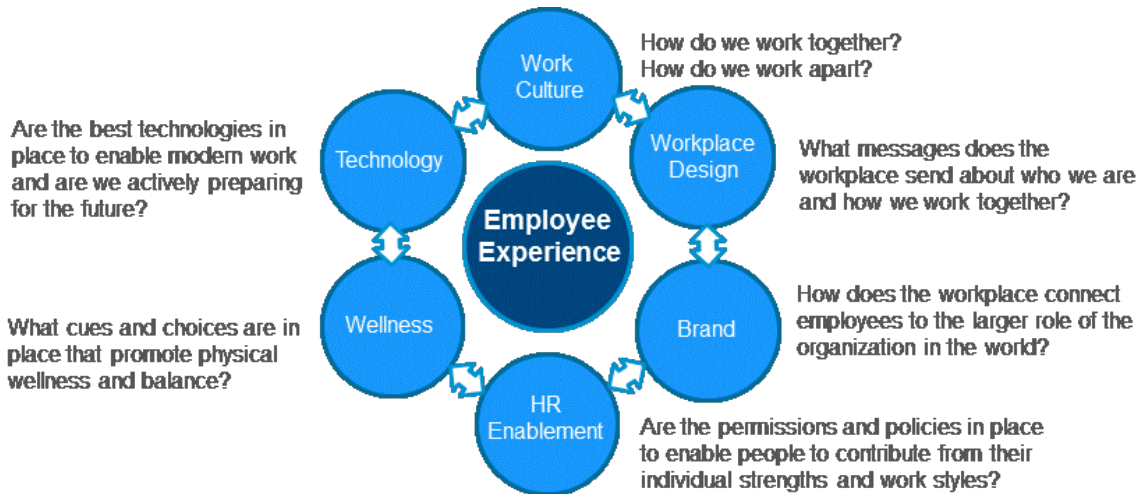
The workplace of the future

The future is already here. People already work in mobile ways within and outside the office, supported by technology and driven by new work practices and expectations. The workplace has become more than space plans and panel heights. The true workplace is an integrated set of locations, technology, programs and work practices that connect people and enable them to contribute and be productive. Current workplace designs and traditional expectations actually get in the way of how work is done today. Companies are updating their workplaces to support trends that are challenging old ideas about collaboration, location and schedule. And the changes they are making are keeping them competitive.

The true value of the workplace

The true value of the workplace is not in how it can be squeezed to contain costs but how it can be positioned to drive increased enrollment and services.

Studies prove that engaged, healthy employees are more productive and loyal. The workplace offers an opportunity to curate employee experiences that enable them to contribute to both the business and cultural goals of the company. By focusing on making the experience of the employee the most productive and engaging it can be, the workplace can become a driver of performance, recruitment, loyalty and innovation.



New players at the workplace table

Some economists argue that we are moving from a consumer economy to an experience economy, one where the quality of life is measured not by possessions but by the quantity of compelling, engaging experiences. Successful retailers know this and they strive to make their stores destinations that attract customers. The workplace should do the same – become a destination that attracts. Employees, like customers, have choices about where they can work every day and about which company they work for. A company’s workplace should be an employee’s first and best choice because it provides the right kinds of spaces, the right technology, the right connections and the right cultural fit to make the workday the most compelling and enabling experience it can be.

Traditionally we have engaged HR, IT and Real Estate in the workplace conversation. And they still play important roles. But new players need to be invited to truly enhance the employee experience. These new points of emphasis include:

- **Work Culture:** what is the culture and behaviors you wish to encourage?
- **Brand Connection:** how can you subtly connect employees to the large goals of the company so they can see their efforts in a larger context?
- **Wellness:** how can you encourage actions and choices that lead to a healthier workforce?

Workplace is Complex

This holistic perspective on the workplace is complex. But it's the right focus. Colliers has a field-tested method for helping organizations navigate this complexity. We can develop the business case for a series of decisions that are tied to your business goals.

