

STAUBACH

World of Real Estate Knowledge

Thursday, July 06, 2006

City of Minneapolis Procurement Division
552 Towle Building
330 second Avenue South
Minneapolis, MN 55401-2211

Re: Proposal for Target Center Architecture and Engineering
Request for Proposal (CPED memo issued 06.01.2006)
Architectural, Engineering and Project Management Services

Dear Sir or Madam,

Enclosed herewith as defined find one (1) original and five (5) copies of our combined team response to the Proposal for Target Center Architecture and Engineering; Request for Proposal (CPED memo issued 06.01.2006) for Architectural, Engineering and Project Management Services.

Please note that all firms (Staubach, RSP Architects, Michaud Cooley Erickson and Light Space) submitting hereunder affirm they comply with the requirements defined by the Proposal for Target Center Architecture and Engineering and will finalize all applicable terms and conditions in a contract format defined by the City of Minneapolis.

Our response addresses all of the professional services components necessary to objectively and successfully undertake and complete the capital work at Target Center for the City of Minneapolis.

Further please note that we have purposefully omitted samples of invoices for each firm as the same will be adapted, in all respects, to the eventual; contract(s) for the project. Samples of this nature are indicative of hourly rates, supported by time cards and / or percentage based billings relative to each project.

Thank you for this opportunity we look forward to the next steps in completing this process with the City of Minneapolis.

Sincerely,



David W. Jackson
Vice President
Design Construction Consulting Services

45 South 7th Street, Suite 2222
Minneapolis, MN 55402
(612) 341-6773 Fax (612) 341-6750
www.staubach.com

The Staubach Company
provides global coverage through
DTZ Staubach Tie Leung

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*Prepared
For*

City of Minneapolis Community Planning & Economic Development (CPED)

*Response
To*

Request for Proposal

*To
Provide*

Project Management Architectural & Engineering Services

At

Target Center *Minneapolis, MN*



R S P A R C H I T E C T S

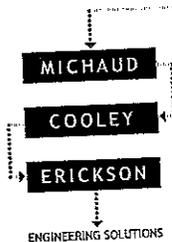


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SCOPE OF SERVICES

This assembled team of Staubach, RSP Architects, Michaud Cooley Erickson Engineers and Light Space is uniquely positioned and experienced to managing the City of Minneapolis' (CPED) ongoing capital improvement projects and obligations at Target Center.

- We will provide full, comprehensive Project Management Architectural, Electrical, Mechanical & Lighting systems engineering, and design services.
- We will review all proposed capital improvements and capital equipment installations in the Target Center offering insight and expertise on each contemplated project.
- We will provide construction/pricing/bid documentation and pricing review; site observations/ inspection and management.
- We will prepare conceptual plans for proposed developments.
- We will provide written reports and designs as requested.
- We will provide related or non-related work as directed.
- Staubach's' David Jackson as Project Manager, will facilitate a process with each assigned project that motivates the design and construction team to translate the desired project vision into a best-of-class reality.
- The team will deliver tangible results in cost and time savings, do so while coordinating with the Target Center schedule constraints and priorities. We will balance all contracted professional services through frequent or non-frequent intervals, blending varying levels of project scope or direction.
- Our team will drive specific benefits of higher quality, less risk and greater control for the City of Minneapolis (CPED) by becoming an extension of the City of Minneapolis' Community Planning & Economic Development (CPED).
- This team is uniquely qualified to work along side the CPED and deliver all delineated projects in accordance with your goals and objectives, while assuring that at all times, CPED control is maximized and risk is minimized.

Our combined experience with complex, coordination demanding projects such as our recently completed renovation of Minneapolis City Center positions this team for the challenges that will likely be commonplace with the Target Center projects.

The City Center renovation project caused this team to develop a unique set of methodologies and communication tools eliminating costly disruptions to events, occupants and pedestrian traffic flow in the Central Business District of Minneapolis. These refined methodologies and applied practices assure cost effective decisions and minimize the schedule and cost risks inherent in projects such as those the CPED needs to complete at Target Center.

SCOPE OF SERVICES (CONTINUED)

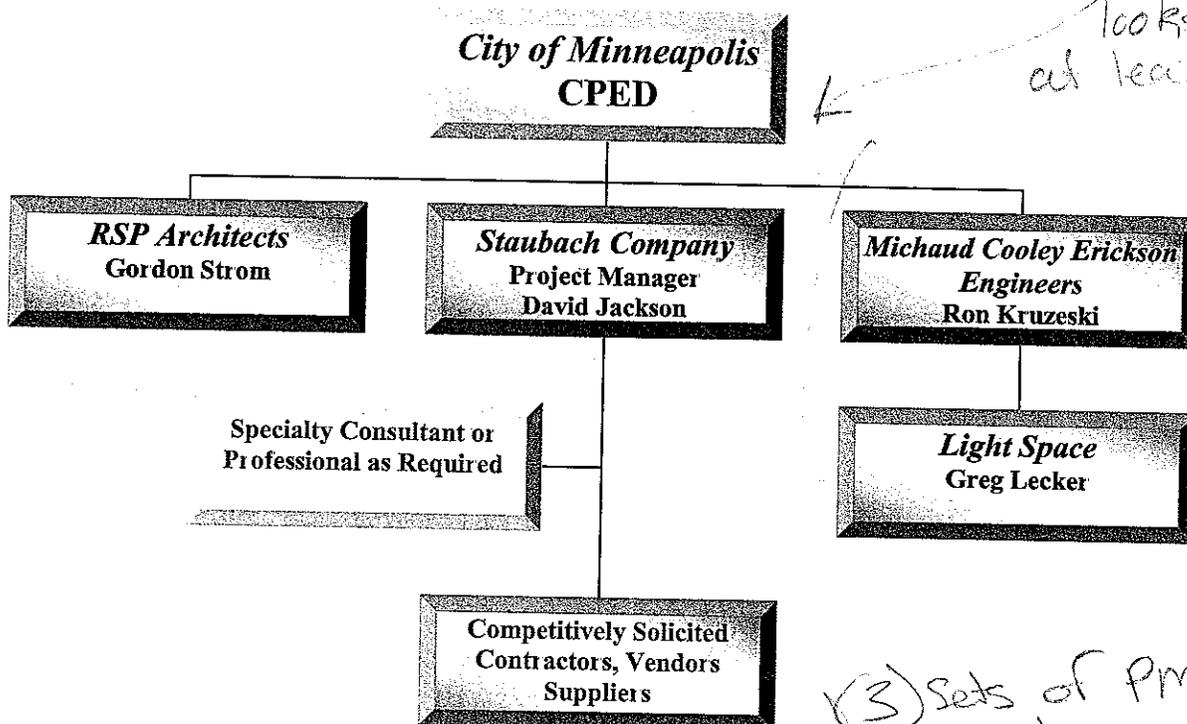
Before delineating our team's project approach, it is important to understand the principles that support and permeate our team plan throughout any project phases.

Competitive Posture: Our team will organize, analyze and coordinate the design/construction selection process and scope of services bid / priced by solicited and eventual submitting contractor(s), subcontractor(s), supplier(s) and vendor(s).

Checks & Balances: The separation of roles between Project Manager and the design / construction services being provided by the architect, engineers and contractor(s), subcontractor(s), supplier(s) and vendor(s) is critical in providing checks and balances during each project. ?

Accountability: Under this response our team will assume the responsibility for tracking and complying with the established scope, schedule and capital budget. This point of responsibility and accountability will ensure that the City of Minneapolis (CPED) will have a team source, instantly accessible to all information about the project's status. multiple point persons

Maximizing Client's Control: Our team approach is focused on enabling the City of Minneapolis (CPED) to exert maximum control over the any assigned project. At the same time, our team will minimize the amount of time and effort required of the City of Minneapolis (CPED) staff to control the process. Our approach supports this objective by minimizing / managing the number of people, organizations and firms that the City of Minneapolis (CPED) must interface during the course of the any assigned project.



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Organization & Planning

Setting up a project for success from the outset is of primary importance to ensure that the goals and objectives of all the stakeholders on the project are met. Our first step would be to meet with the City of Minneapolis (CPED) and conduct a Project "Kickoff" where we will define individual roles and responsibilities, project procedures, schedule requirements, and establish lines of communication and methods of approval. This effort will lay the foundation for the entire project. The Kickoff will establish the structure, strategies, resources and actions necessary to assure a successful Project is accomplished.

Utilizing this type of platform will enable all parties involved in the project to more effectively communicate which, in turn, will facilitate a higher degree of success for the Project, including items such as macro and detailed programming activities, the durations for various design packages, the establishment of cost estimating efforts, the delivery dates for bid packages, permitting activities, preliminary and final GMP dates, the timeframes for the ordering of long lead equipment, monitoring the submittal process, verifying material deliveries, monitoring the construction process, and the tracking the City of Minneapolis (CPED) furnished items. Our team is poised to use our expertise and best practice tools previously developed on other projects for your benefit related to this key area of management

Control or preliminary budgets will establish by the team with the City of Minneapolis (CPED) so that a meaningful value analysis process can be implemented throughout the pre-construction process. Collectively we will then manage the contingency allocations throughout the duration of the project which will be paramount to containing the cost of the Project. In addition, our team will continually analyze all of the various component estimates that are created and then track them against actual costs.

Team Selection

The team will select the project's Construction team, orchestrating a rigorous and effective process that will insure that best qualified construction contractor(s), subcontractor(s), supplier(s) and vendor(s) are brought to bear on the project for the appropriate fee(s). We will author thoughtful and comprehensive Request for Qualification and Request for Proposal documents so that there is no confusion to the market as to the scope of services envisioned for the Project.

Design Management

The team will deliver all documentation the Project requires in accordance with the goals and objectives set forth the City of Minneapolis (CPED). The team will orchestrate project programming, monitor project design efforts and bring structure to the process through the Project Manager. These efforts may include Schematic Design, Design Development and Construction Documents.

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Design Management *(continued)*

Our team employs a "Value Analysis" process. This process is perhaps the most distinguishing characteristic from our competitors. Fundamentally, it is our combined effort to frame up all of the scope/cost decisions the City of Minneapolis (CPED) will make during the course of any project. It will enable the City of Minneapolis (CPED) to make the right decisions, for the right price at the right time.

requires
3 firms
+ thinking
2 SPM
per
decision

Construction Project Management

Our team anticipates that to meet the City of Minneapolis (CPED) scheduled goals we need to consistently ensure quality is maintained and that the City of Minneapolis (CPED)'s interests are represented. Our combined role will be to ensure that all contracted work is of the highest quality and they are constructed in accordance with the construction documents. The project Manager will manage a quality control focus during construction.

Routine project key tasks include the following:

1. Conduct weekly project meetings. Recommend actions for maintaining time, cost and quality as required. Coordinate the construction testing efforts.
2. Establish procedures for and expedite the flow of submittals, payments, change orders, approvals and other information. Evaluate and recommend appropriate action on all project invoices, pay requests, applications for payment, bills and invoices.
3. Review all proposal change orders to determine the validity of any such requests and negotiate appropriate amounts for such change orders.
4. Continually monitor the actual cost and schedule information. Monitor site conditions for quality control. Review all third party inspection reports and track all deficiencies to resolution.
5. Coordinate with the team to ensure all required site inspections are completed in a timely manner.
6. Coordinate the preparation and submittal of applications for all required certificates, permits and licenses from governmental agencies, boards, and other authorities.
7. Assist in the preparation and submittal of all applications to obtain commitments for water, sewer, electrical, gas and telephone utility services necessary for the construction of the Project.
8. Provide regular on-site inspections of the work and observe and report on the progress of the Project. Make recommendations for corrective action on non-compliance work. Evaluate and administer time extensions and claims.
9. Coordinate with the City of Minneapolis (CPED) to ensure that the procurement and management of furniture, fixtures, and equipment is performed in a timely manner, including coordination of delivery dates of any separately purchased equipment.

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Commissioning & Close-Out

Our team believes that commissioning a proper design, installation and start-up of all mechanical, electrical and building automation and controls systems are critical to the long-term performance and efficiencies. We will monitor the closeout process which will include:

1. Expedite punch list items and coordinate the team's punch list preparation and punch list performance, with reference to schedule and job cost impact, and advise the City of Minneapolis (CPED) on the cost / benefit of completing questionable punch list items.
2. Prepare a detailed checklist and requirements for completion and turnover of the Project. Special emphasis will be given to systems' start-up and "shakedown", training of operations, personnel, assembly of maintenance / instruction manuals, warranties, attic stock, and spare parts.
3. Assemble all required closeout documents including as-builts, certifications, and warranties for turn over to the City of Minneapolis (CPED).
4. Ensure all certifications of completion and occupancy are obtained including lien waivers and affidavits.

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Experience and Capacity

The Staubach Company

The Staubach Company is the market leading, global real estate advisory firm that delivers cost-effective solutions for its clients. It has extensive experience in strategic consulting, site selection, acquisition, disposition, construction consulting / project management, real estate administration, portfolio management, financing and capital solutions.

Staubach represent users who choose to supplement or augment their internal resources with specialized resources and services they feel are necessary to deliver their projects. Our heritage is based on institutional quality buildings with a long term view of operational and ownership costs, rather than the view of "investment grade" buildings so common in our industry.

This unique user-oriented focus has honed our ability to deliver exceptional value-driven services to governmental clients such the City of Minneapolis. Over 1,200 people in 58 offices throughout the Americas represent Staubach's 2,200 clients. At a value of \$17.7 billion, Staubach completed more than 5,200 transactions totaling 151 million square feet in the company's fiscal year ending June 2004.

Worldwide, the DTZ Staubach Tie Leung partnership has 10,000 professionals delivering services and solutions to multinational clients. Staubach is an Employee-Owned Corporation headquartered in Dallas, Texas. Staubach is not currently nor has it ever been a party to any litigation with owners, contractors and/or architects.

in

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The Staubach Company

The Staubach Company
45 South 7th Street

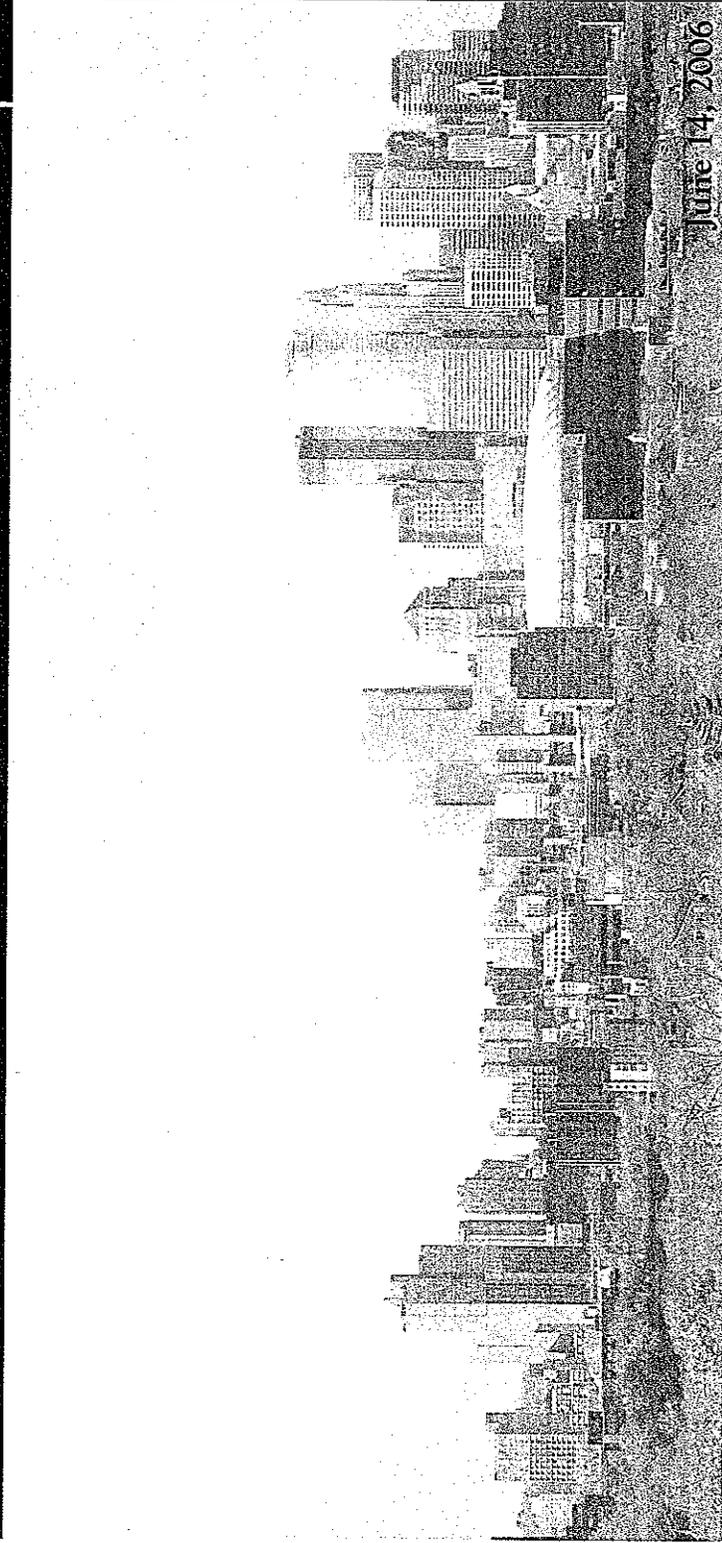
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Minneapolis, MN 55402

612-341-6740

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STAUBACH
A World of Real Estate Knowledge



June 14, 2006

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What We Are...

- Free from Conflicts of Interest
- Advisors to Users of Real Estate Space
- Specialists in Headquarters, Corporate and Government Portfolios
- Fully Integrated Real Estate Service Providers
- Reputable for Integrity and Best of Class
- An Employee-Owned Company
- Known for "Consultative Approach" and Precision Implementation

What We Are NOT...

- Landlord/Developer Leasing Agents
- Real Estate Sales People
- For-Profit Developers
- Third-Party Property Managers
- A Publicly Traded Company
- Limited by Conventional Real Estate Methods
- All Things To All People

What We Offer...

- Consultation and Strategic Planning
- User Acquisition and Disposition Services
- Transaction Management
- Design & Construction/Project Management
- Relocation Services
- Portfolio Assessment and Expertise
- Advisory and Financial Services

Staubach Differentiators

REDUCE OCCUPANCY COSTS AND MITIGATE RISK

Our aggressive negotiating strategies, in-depth experience and wide range of resources result in significant savings and risk mitigation for every client on every transaction.

EXCLUSIVE TENANT / USER REPRESENTATION

We represent YOU. Not the Developer...Not the Owner...Not the Landlord...YOU. As a result, there is no conflict of interest and you receive objective, unbiased advice.

STRONG MARKET COVERAGE

We have more than 10,000 employees in 188 offices around the globe. This means you will get the best recommendations based on accurate, current and local market knowledge, wherever your real estate interests lie.

PROVEN CLIENT SATISFACTION

In our follow-up surveys, an unprecedented 99% of our clients say they would recommend us to others, and rate us with a 4.8 on a 5.0 scale.

FULL-SERVICE PROJECT MANAGEMENT

From strategic planning to design and construction to move in, we can assist you with every aspect of your transaction.

GUARANTEE OF VALUE

We assure you, *in writing*, that if we have not provided value, we will waive all or part of our fees.



“

It's simple. At the end of the day, our success is measured by you.

If you're not happy with our services, you have the right to adjust our compensation.

We'll even put that in writing for you.

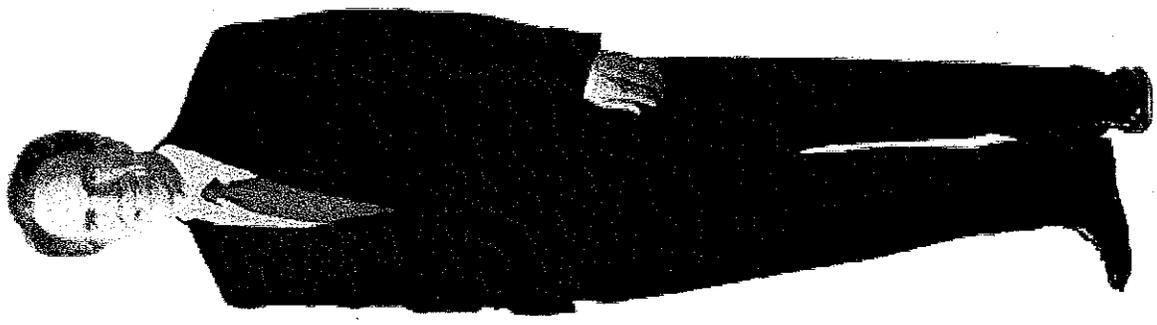
This guarantee is part of our commitment to the highest ethical standards in all our business dealings.

A commitment, I can assure you, that starts at the top.

”



- ROGER STAUBACH



Guarantee of Value

 **STAUBACH**
A World of Real Estate Knowledge

Fiscal Year 2005 Results

Gross Revenue	\$345 Million
Clients	2,375
Transactions	5,630
Transaction Value	\$21 Billion
Transaction SF	289 Million
Market Share	
Nationwide	17.3%
National Average in Markets with 10+ Years Experience	20.6%

Quality Reviews

Overall Satisfaction
4.8

Based on maximum 5.0

Repeat Business
85%

Based on revenue

Client Recommendation
99%

Clients who would refer
Staubach to others

Values

Integrity

Respect

Teamwork

Balance

Leadership

Operating Principles

Client Service

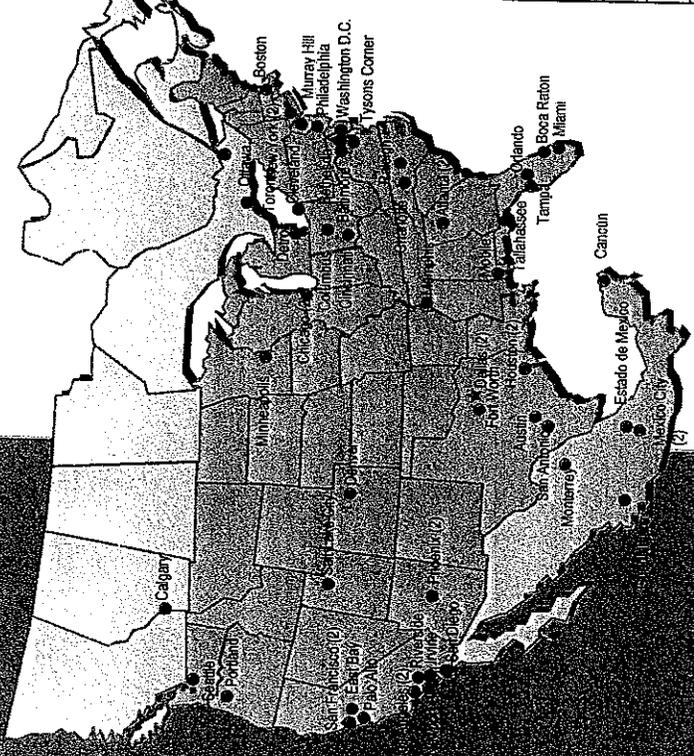
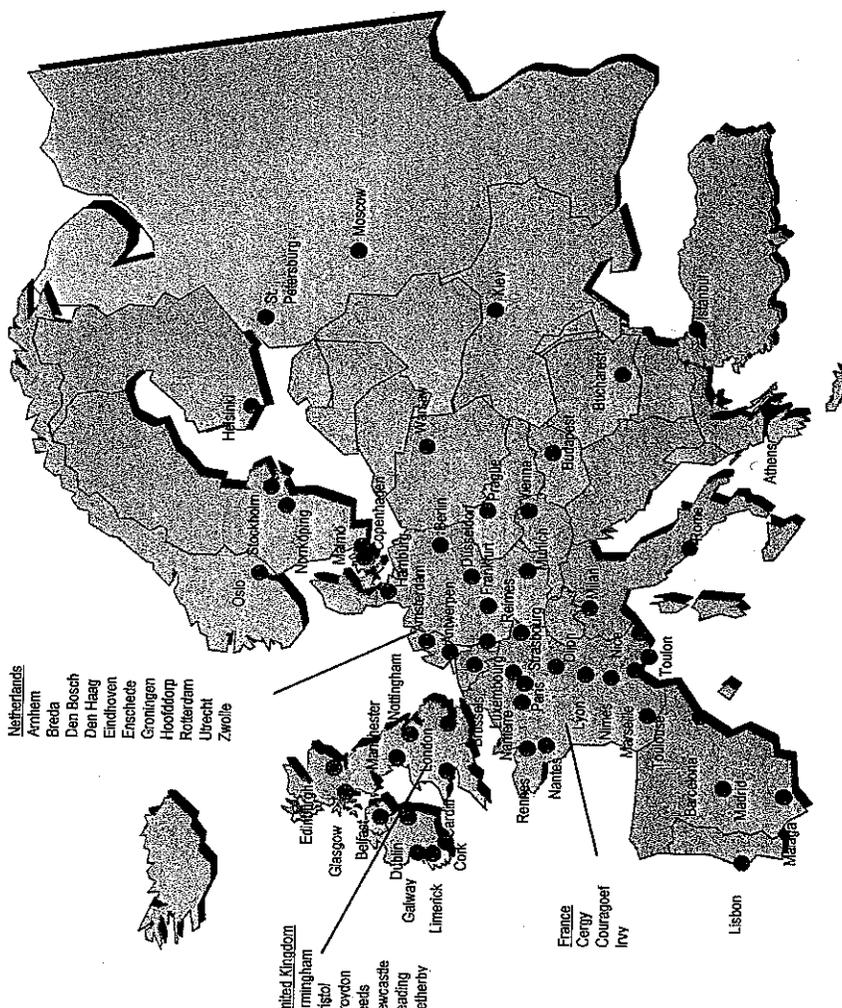
Quality

Value-added Service



These are not just words but the true foundation of our company,
from Roger Staubach on down the line.

Worldwide Locations



COMPANY STATS		COUNTRIES				TOTAL	
Offices	48	3	6	2	129	188	
People	1,304					6,945	10,249
Clients	2,400					N/A	2,400
Transactions	5,600					N/A	5,600

STAUBACH
 A World of Real Estate Knowledge

Why Staubach?

Our People

- ✓ Seasoned Brokerage Team
- ✓ Lowest Turnover in the Industry
- ✓ Corporate Culture Promotes Teamwork and Integrity
- ✓ Compensation Based on Client Satisfaction

Our User-Only Focus

- ✓ Customer-Centric Philosophy
- ✓ Free From Conflicts of Interest

Our Experience

- ✓ Strength to Leverage the Market
- ✓ Market Credibility and Insight
- ✓ Largest Represented Share of the Market

Our Structure

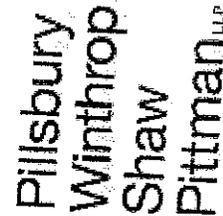
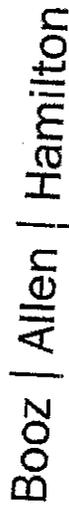
- ✓ Internal Checks and Balances
- ✓ Expectation of Integrity and Code of Conduct

FY05 Top Clients in Service Volume



The Staubach Company is pleased to have represented users of all types and sizes, from small professional firms, privately owned businesses, not-for-profit organizations to Fortune 100 public companies.

STAUBACH
Gift of Real Estate Knowledge



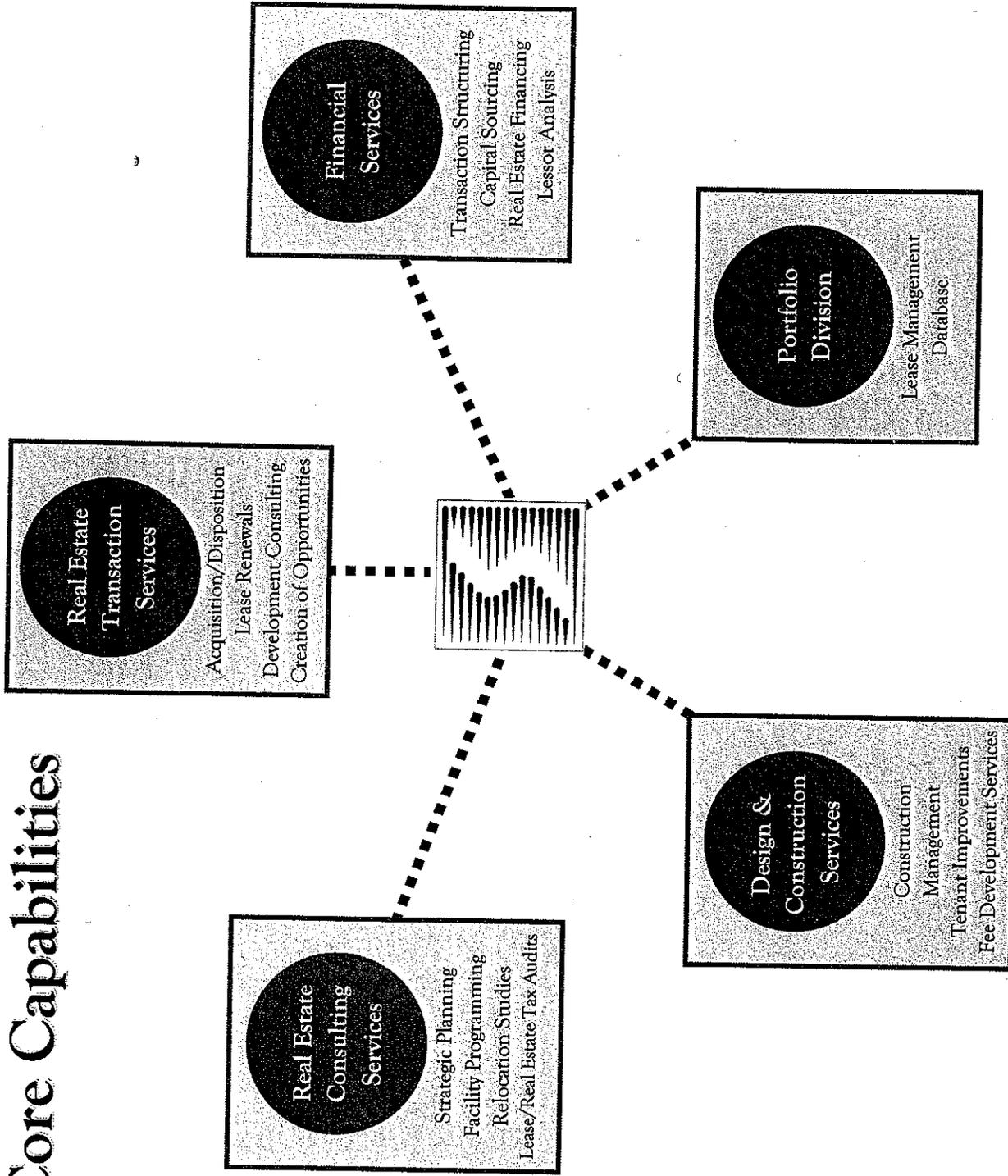
Core Capabilities

The feeling you get when working with The Staubach Company is they are trying to solve your problems.

It's not just an arrangement to generate fees. They represent you and they want to be your partner.

Wayne Pace
Chief Financial Officer
AOL Time Warner

STAUBACH
A World of Real Estate Knowledge



“The number one difference between The Staubach Companies and other companies is the trust they give us as a service provider.”

Ken O'Gara
President

Global Real Estate



PEPSICO



STAUBACH

World of Real Estate Knowledge

Portfolio-Based Services

Account Management

- Single Point of Accountability
- Quality Control
- Benchmarking
- Consolidated Reporting

Real Estate Administration

- Payment Processing
- Critical Date Management
- Database Administration

Project Management

- National Vendor Contracts
- Uniform Delivery of Nationwide DCUS

Property Management

- Contract Management
- Maintenance & Engineering
- Facilities Services

Transaction-Based Services

Real Estate Services

- Office, Industrial, Retail
- Market Research
- Acquisitions & Dispositions
- Demographic Analysis

Design & Construction Consulting

- Project Planning/Programming
- Design & Project Development
- Build-to-Suits
- Tenant Improvements

Strategic Advisory Services

- Financial Services
- Incentive Negotiation
- Strategic Programming
- Lease Financing

International Services

- Acquisitions
- Project Management
- Dispositions

Specialty Practice Groups

Logistics

Contact & Data Centers

Law Firms

Life Science/
Biotechnology

Non-Profits

Healthcare

Public Sector

Financial Services

Corporate Services

Thanks to Staubach, Pinnacol Assurance now has a new headquarters right where we wanted with features that exactly meet our needs. That's no accident.

Jeff Tetrick
Chief Financial Officer

PINNACOL
ASSURANCE

STAUBACH
A World of Real Estate Knowledge

STRATEGIC PLANNING

- Lease Renewal vs. Relocation
- Early Lease Renewal
- Flexible Contracting & Termination Rights
- Guaranteed Expansion
- Transaction Speed Met Aggressive Schedule
- Significant Corporate Signage Rights
- Employee Retention/Recruitment Goals Achieved
- Aggressive Disposition Rights
- Rent at 15% Below Market
- Aggressive - Focused - Renewal Negotiation

REAL ESTATE TRANSACTION SERVICES

- Due Diligence/Viability Study/RFP List
- Initiate Municipal Competition
- Submit Requests for Proposals to Select Buildings
- Bidder Briefing and Staff Work
- Proposal Analysis/Financial Analysis
- Participate in Ongoing and Concurrent Multiple Buildings
- Schedule Validations
- Site Tours and Analyses
- Continuing Negotiations
- Preliminary Budget Validation
- Negotiate Building Shell Definition/Demolition Schedule
- Select Finalists/Letter of Intent/Contract Negotiations
- Present Finalist Building to Executive Committee
- Closing Negotiations

PROJECT EXECUTION

- Refine Project Delivery Methodology
- Maximize Competitive Bidding - Soft & Hard Costs
- Distill Project Schedules
- Conduct Design Progress Meetings
- Review Design Constructability and Value Engineer
- Validate Cost Projections
- Procure General Contractor
- Lead Construction Progress Meetings
- Procure & Coordinate Third Party Vendors
- Develop & Implement Relocation Plan
- Police Lease/Purchase Contract Compliance
- Negotiate Change Orders
- Provide Comprehensive Project Cost Accounting
- Direct Project Close-Out Documentation

Real Estate Administration

The Real Estate Administration group manages client's real estate portfolio to minimize risk and achieve measurable savings, which may include: portfolio consolidation, sublease management, managing critical dates, desk-top audits, processing monthly lease obligation payments, and providing detailed management reports.

Staubach's efforts have proven invaluable; they have negotiated both dollar and schedule issues, achieving savings in both areas.

Lori Pickingpaugh
VP of Facilities



Due Diligence

- Establish account team
- Establish timeline
- Identify critical issues
- Review existing processes and systems

Portfolio Consolidation

- Customize database fields
- Abstract leases
- Recover missing documents
- Establish reporting criteria

Process & Development

- Develop process flow charts
- Standardize forms
- Complete process manual for clients
- Conduct client training

Day-to-Day Administration

- Validate lease payments
- Ensure critical action dates are met
- Perform desktop expense analysis
- Process rent payments
- Upload to client account system
- Manage sublease activity
- Landlord liaison and dispute resolution
- Conduct semi-annual client satisfaction survey

Historically, Staubach's REAs

have generated savings

to our clients of 165% to 300%

of our administration fees.

The Watkins Research Group, Inc.,
in a joint project with Flaspöhler Research,
conducted interviews with 253 Corporate Real Estate
Decision Makers, representing North America's largest
users of commercial real estate services.

The survey evaluated 25 Corporate Real Estate Service
providers and identified key issues in selecting
Corporate Real Estate Service providers.

The Staubach Company did not commission
or participate in this survey.

*Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of
Watkins Research Group.*

Profile of Respondents

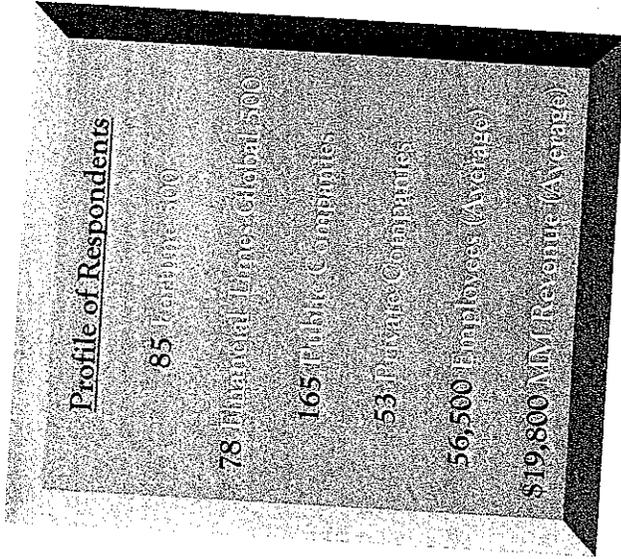
The following is a summary of the 253 companies surveyed by the Watkins Research Group

Experience with Corporate Real Estate Service Providers

- ❖ 70.2% of companies work with more than one corporate real estate service provider
- ❖ Overall, companies work with 5.4 corporate real estate service providers
- ❖ 60.9% use Corporate Real Estate Service providers for Transaction Management

Profile of Respondents

- ❖ 52% of respondents were Director/Manager of Real Estate related tasks
- ❖ 31.1% of respondents VP of Real Estate
- ❖ 4.4% of respondents were CFO's
- ❖ 88% control or influence the corporate real estate decision process



Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of Watkins Research Group.

The 25 Corporate Real Estate Service Providers who were evaluated for this Survey include:

CB Richard Ellis
Century 21
C.B. Binswanger
Coldwell Banker
Colliers International
CORFAC International
CRESA Partners
Cushman & Wakefield
Equis Corporation
Grubb & Ellis Co.
GVA Worldwide
ITRA Realty Group

Jones Lang LaSalle
Julien J. Studley, Inc.
Lee & Associates
Lincoln Property Company
NAI
Newmark
ONCOR International, Ltd.
The Staubach Co.
TCN Worldwide
The CORE Network
Trammell Crow Co.
Transwestern Com. Services
USI Companies Inc.

Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of Watkins Research Group.

Watkins' Perceptual Map

Watkins Research created a Perceptual Map (illustrated on the following page) using the respondents ratings in evaluating and selecting corporate real estate service providers.

Out of 12 key selection factors, the following 10 were categorized as "Strong Client Orientation" or "Adds to Bottom Line" and were used to plot and rank the 25 corporate real estate service providers:

Strong Client Orientation

- ❖ No Conflict of Interest Issues
- ❖ Seasoned Management and Experienced Personnel
- ❖ Financially Stable
- ❖ Fair and Flexible Pricing
- ❖ Easy to Work With
- ❖ Compatible Values and Culture

Adds to Bottom Line

- ❖ Superior Corporate Real Estate Services
- ❖ State-of-the Art Technology
- ❖ Monitors Performance with Metrics
- ❖ Strong in Negotiations

Remarkably, the Staubach Company garnered top quartile ratings for 11 out of 12 key evaluation and selection factors.

Watkins Research
Group, Inc.



Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of Watkins Research Group.

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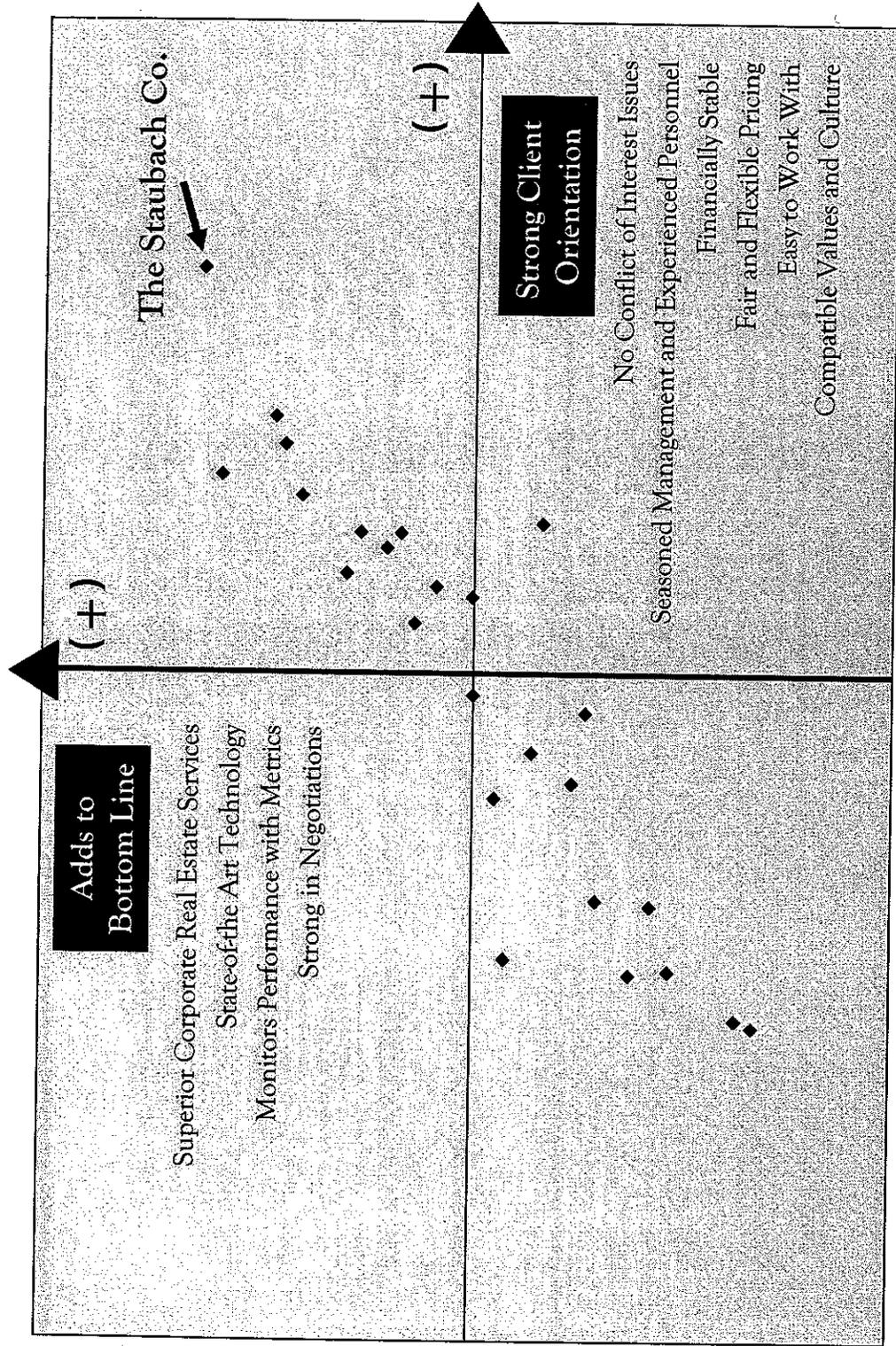
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“
 The Staubach
 Company is in the
 upper right, most
 desirable quadrant
 of the perceptual
 map.”

It is the **TOP
 RATED COMPANY
 ON THE MAP.**

Watkins Research
 Group, Inc.



Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of Watkins Research Group.

Key Factors that Influence the Corporate Real Estate Decision Process

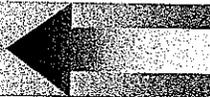
How did

Staubach

Rank?



Importance as ranked by Survey Respondents



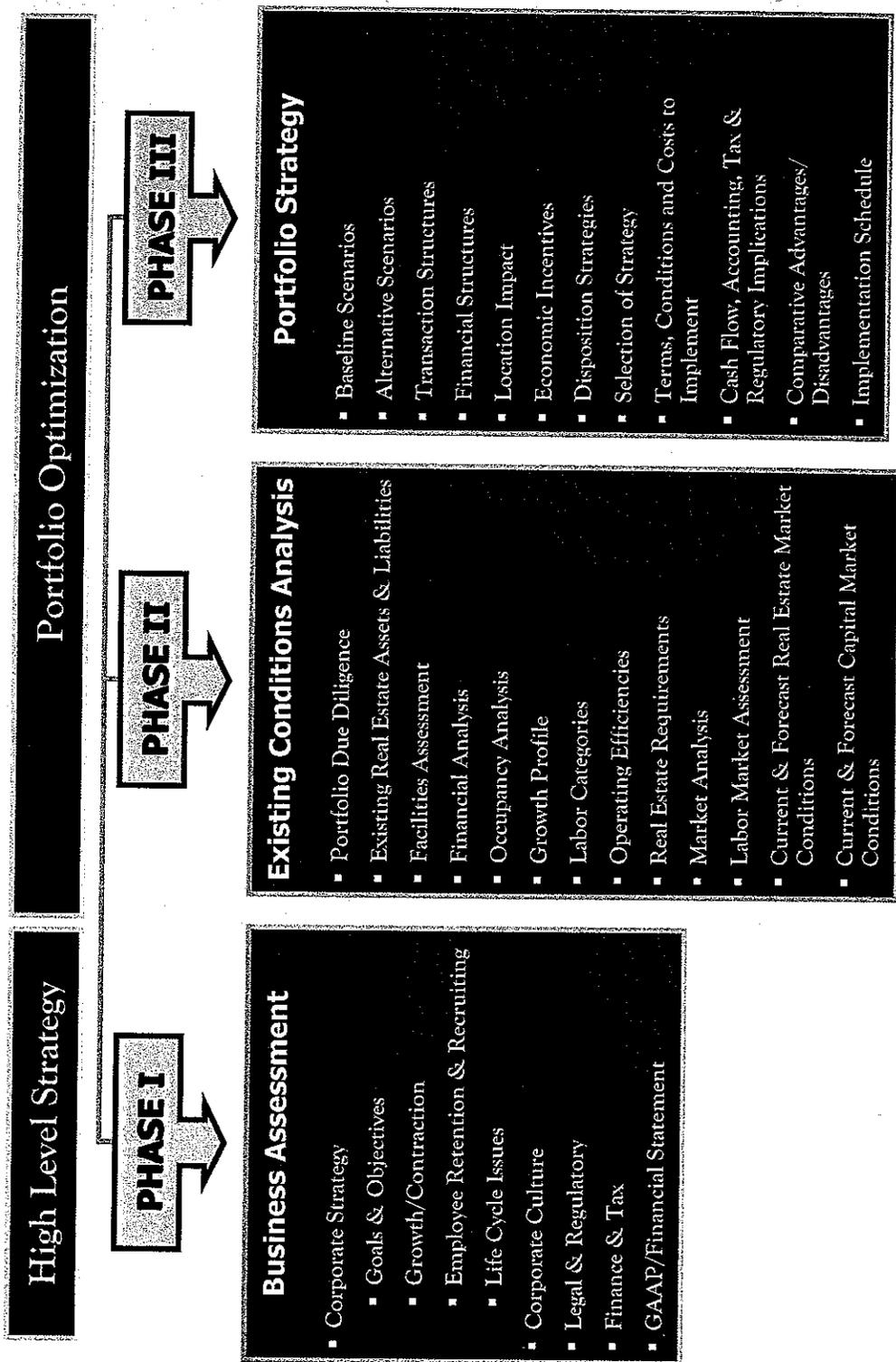
Least

Factors	Staubach's Overall Rating	Impact
Provides Superior Corporate Real Estate Services	#1	Adds to Bottom Line
Is Easy to Work With	#1	Strong Client Orientation
Has Seasoned Mgmt & Experienced Personnel	#1	Strong Client Orientation
Is Strong in Negotiations	#1	Adds to Bottom Line
Has Values & a Culture Compatible with Ours	#1	Strong Client Orientation
Does not Pose "Conflict of Interest" Issues	#2	Strong Client Orientation
Has Fair and Flexible Pricing	#2	Strong Client Orientation
Is Financially Stable	#3	Strong Client Orientation
Uses State-of-the-Art Technology	#1	Adds to Bottom Line
Monitors Performance with Metrics	#3	Adds to Bottom Line

Source: Watkins Research Group, Inc. 2005 Business Development Opportunities Survey for Corporate Real Estate Services Providers. Used with permission of Watkins Research Group.

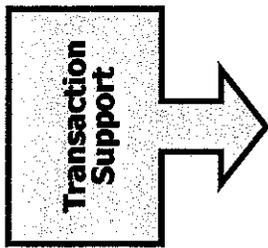
Strategic Advisory Services

Our Strategic Advisory Services group provides strategic finance, accounting, tax and asset utilization guidance and executes a variety of real estate related transactions to achieve specific operational, cash, earnings and capital structure objectives for our clients.

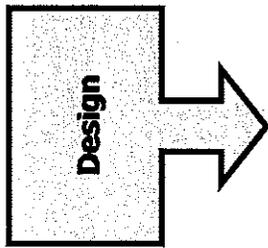


Design & Construction Consulting Services

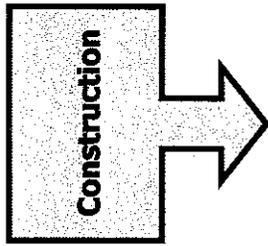
The DCCS division's only function is to manage major construction projects for our clients, ensuring efficiency, economy and construction excellence.



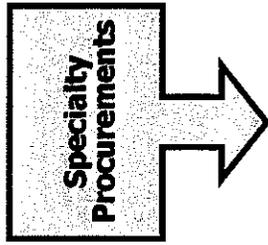
- Site Evaluations
- Preliminary Budgets & Schedules
- Building Performance Criteria
- Shell Definition
- Project Cost Analysis
- Design & Construction Lease Exhibits



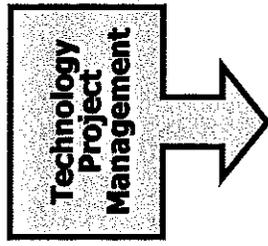
- A/E Team Procurement
- Contract Negotiations
- Manage Design Process
- Milestone Document Reviews
- Value Engineering
- Project Budget & Schedule Maintenance
- Integrate Specialty Contractor Requirements
- Landlord Approvals/Liaison



- Permitting
- Manage GC Bid & Award Process
- Negotiate G.C. Contract
- Monitor Construction Progress
- Coordinate Specialty Contractors (FF&E, Cabling, Security)
- Review & Approve Payment Applications
- Review & Approve Change Orders
- Punchlist/Verify Substantial Completion
- Landlord Liaison



- Furniture, Fixtures & Equipment
- Security/Access Control
- Structured Communications Cabling
- Audio/Visual Systems
- Move Consulting



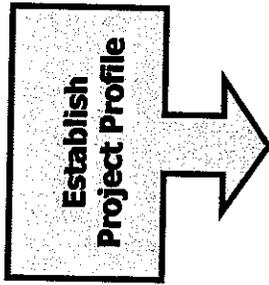
- Needs Analysis
- LAN/PBX Migration Planning
- Structured Cabling System Design RFP
- Systems Integration RFP
- Installation Oversight
- Service Provider Coordination

The typical savings for our clients is 9-12% of the construction budget and 20-30 hours per week.

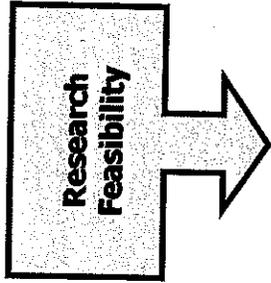


Business & Economic Incentives

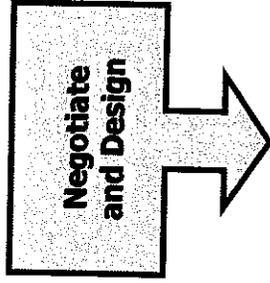
Our Business & Economic Incentives group leverages Staubach's existing knowledge of state and local governments to maximize the financial savings associated with expansion, relocation, energy audits, utility rate negotiations and retroactive review.



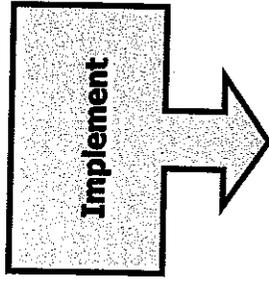
- Define project in terms of expansion or relocation
- Identify factors driving the project
- Determine capital investment potential in both real and personal property
- Identify labor force and salary requirements for existing and new employees
- Identify special requirements such as utilities, transportation and environmental infrastructure



- Research business and economic incentives from state and local governments
- Benchmark previous incentives packages for projects of similar size and scope
- Quantify value of incentives based on Project Profile
- Estimate when the benefits will be realized
- Analysis risk and obligations associated with each incentive
- Understand "recapture" provisions of each incentive



- Conduct confidential incentives negotiations with appropriate state and local governments
- Negotiate only those incentives that have true client value
- Mitigate recapture provisions associated with each incentive
- Determine critical dates and application fees
- Identify client responsibilities



- Prepare and file all necessary applications
- Attend hearings to support each application
- Assist client in development of procedures to ensure that approved incentives are ultimately received

International Services

In 1999, The Staubach Company and DTZ Debenham Tie Leung created a joint venture to provide clients with local market expertise and full service capabilities. Today, DTZ Staubach is comprised of key personnel in each geographic region whose exclusive focus is providing account leadership for corporate clients undertaking international assignments.



**188 Offices
Worldwide**

**More than
40 Countries**

**Over 10,000
Employees**

<u>Africa</u> Johannesburg	<u>Europe (cont'd)</u> Prague, Czech Republic Copenhagen, Denmark Helsinki, Finland Athens, Greece Budapest, Hungary (2) Luxembourg Oslo, Norway Warsaw, Poland Lisbon, Portugal Bucharest, Romania Moscow, Russia St. Petersburg, Russia Edinburgh, Scotland (3) Glasgow, Scotland Barcelona, Spain Madrid, Spain Malmo, Sweden Norrköping, Sweden Stockholm, Sweden Istanbul, Turkey Kiev, Ukraine	<u>Netherlands</u> Amsterdam Arnhem Breda Den Bosch Den Haag Eindhoven Enschede Groningen Hoofddorp Rotterdam Utrecht Zwolle
<u>Asia Pacific</u> Beijing, China Chongqing, China Dalian, China Guangzhou, China Hangzhou, China Shanghai, China Shenzhen, China Tianjin, China Hong Kong, Hong Kong (2) Jakarta, Indonesia Tokyo, Japan Kuala Lumpur, Malaysia Singapore, Singapore (3) Taipei, Taiwan Bangkok, Thailand	<u>France</u> Cergy Courageof Dijon Irvy Lyon Marseille Nanterre Nantes Nice Nimes Paris (2) Reims Rennes Strasbourg Toulon Toulouse	<u>New Zealand</u> Alexandria Auckland Christchurch Dunedin Hamilton Timaru Wellington Whangarei
<u>Australia</u> Brisbane Gold Coast Melbourne Perth Sydney	<u>Germany</u> Berlin Dusseldorf Frankfurt Hamburg Munich	<u>India</u> Bangalore New Delhi
<u>EUROPE</u> Vienna, Austria Manama, Bahrain Antwerpen, Belgium Brussels, Belgium Liege, Belgium	<u>England</u> Birmingham Bristol Cardiff Croydon Leeds London (8) Manchester (3) Newcastle Nottingham Reading	<u>Latin America & Brazil</u> <u>Affiliate Relationships</u> Buenos Aires, Argentina São Paulo, Brazil Santiago, Chile Bogota, Colombia Santo Domingo, Dom. Rep. Kingston, Jamaica Panamá City, Panamá San Juan, Puerto Rico Lima, Peru Caracas, Venezuela
	<u>Mexico</u> Cancun Estado de Mexico Guadalajara Mexico City (2) Monterrey	



Thank you for your interest in The Staubach Company. Finding the firm that meets your business needs, possesses the real estate expertise, and embodies the personal characteristics that match your organization is a daunting task.

The previous presentation of services addresses the issues that we find are important to companies evaluating their real estate needs. We also know that trust is the foundation of any successful relationship. We at The Staubach Company are committed to gaining your trust by aligning our priorities with yours as we help solve your real estate needs.

Your business is important to us and we are eager to have the opportunity to work with your organization.

Sincerely,

Roger T. Staubach
Chairman & CEO
The Staubach Company

R S P A R C H I T E C T S

FIRM OVERVIEW

Established over 25 years ago, RSP Architects has grown into a highly respected architectural firm. More than 260-people strong, RSP has developed a record and reputation for delivering creative, innovative, and technically effective design solutions; all while meeting established programs, budgets, and schedules.

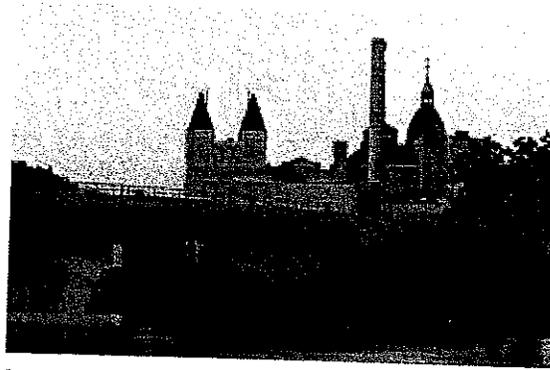
Distinguished by a high percentage of repeat work, clients include American Express Company, Ameriprise Financial, Andersen Corporation, the Army Corps of Engineers, Comerica, Inc., Madison Marquette, the University of Minnesota, UnitedHealth Group, St. Paul Travelers, Target Corporation, and Wells Fargo & Company

RSP's Phoenix office was opened in 1998 to better serve our clients with national design programs. Our Tempe-based staff of architects, interior designers, and technicians provides a full compliment of services, and often facilitates construction administration services for projects in the West and Southwest

The mainstay of our firm is providing full spectrum architectural and interior design services; from design and master planning to FFE and workplace standards. Many clients, however, need more than traditional architectural services. To meet such needs we created RSP i-SPACE to provide the people, processes, and tools for total facilities management

We help clients document existing conditions, strategize future plans, implement such strategies, and track ongoing facilities changes to measure the impact. By creating a trail of such documentation, we are able to provide a lifecycle of facilities management tools

LOCATIONS



Minneapolis Office
1220 Marshall Street NE
Minneapolis, MN 55413



Phoenix Office
502 South College Avenue
Tempe, AZ 85281

FIRM PERSONNEL BY DISCIPLINE

Architects	103
Drafters/Technicians	71
Interior Designers	40
Database Designers	2
CAFM Technicians	2
Administrative/IT/ Marketing/Accounting	44
Total	262



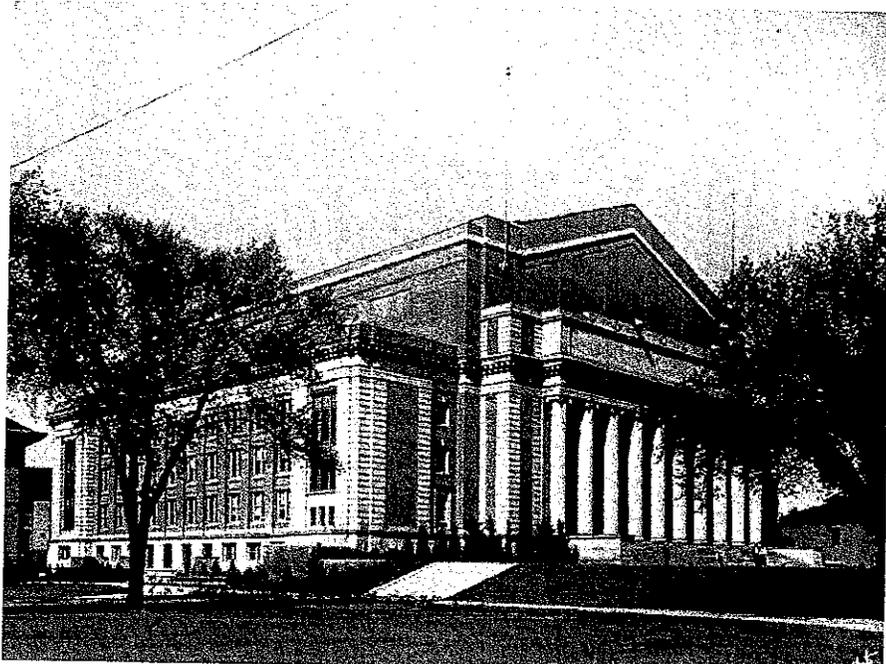


**University of Minnesota
Northrop Auditorium
Facility Conditions Assessment
Minneapolis, Minnesota**

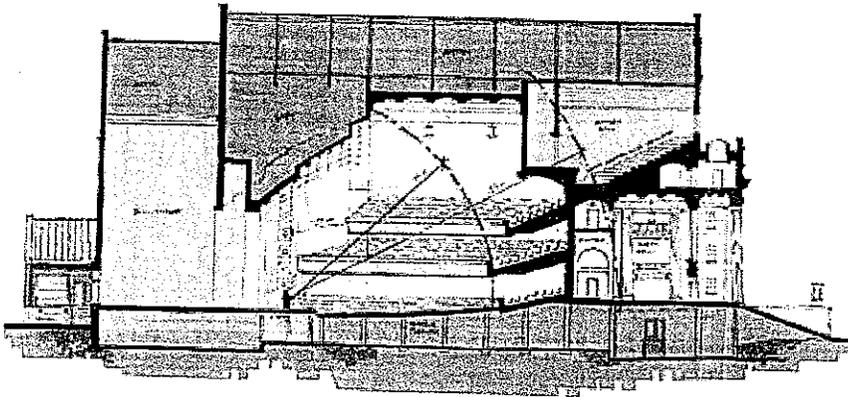
Heavy use, deferred maintenance and age have taken their toll on the centerpiece of Cass Gilbert's University Master Plan. RSP was contracted to coordinate a team of consultants and to prepare a report assessing the condition of the structure.

Our report details the work necessary to make this gem of Minnesota architecture a safe, comfortable, and functional venue for the years to come

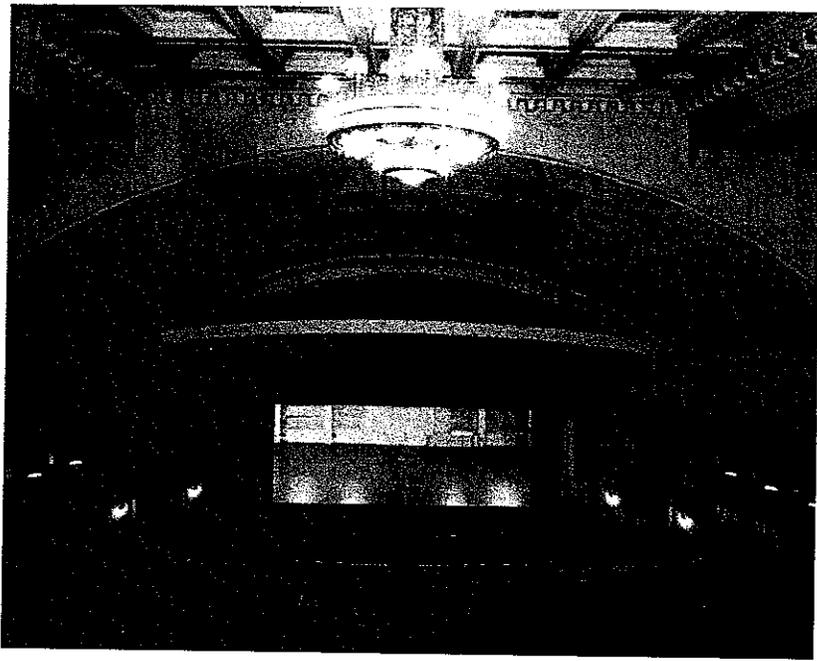
We also provided two options for the University's consideration: restoring the building to its original design intent, and re-configuring the building to a new vision of what a modern, Big Ten auditorium could be while maintaining the historical context that makes the Northrop the focal point of the campus.



1928 Photograph of Northrop Auditorium
Minnesota Historical Society

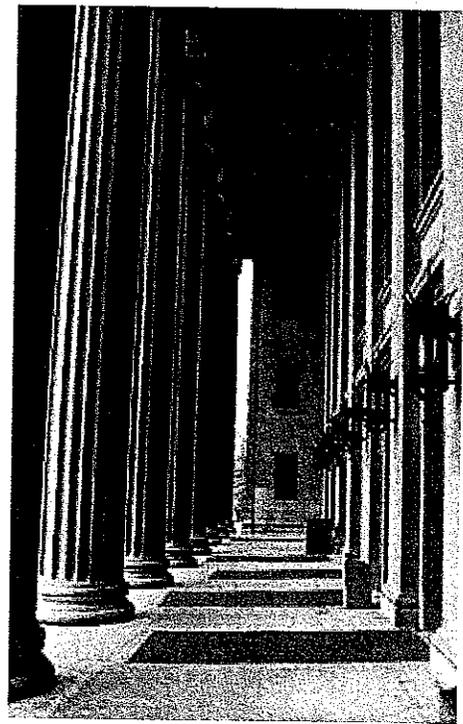


Section drawing indicating ideal acoustical zones



**University of Minnesota
Northrop Auditorium
Urgent Facility Conditions
Remediation
Minneapolis, Minnesota**

Tuck pointing and repair of exterior brick and stone; replacement of flat roofs and roof drainage systems; installation of emergency back-up power, lighting, safety railings and lighting in balcony, compliant hardware on exit doors. \$20 million construction





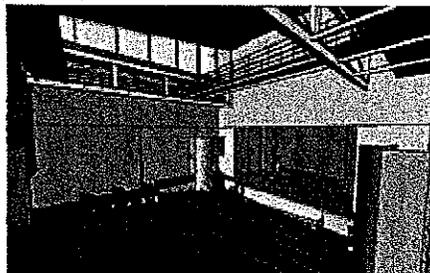
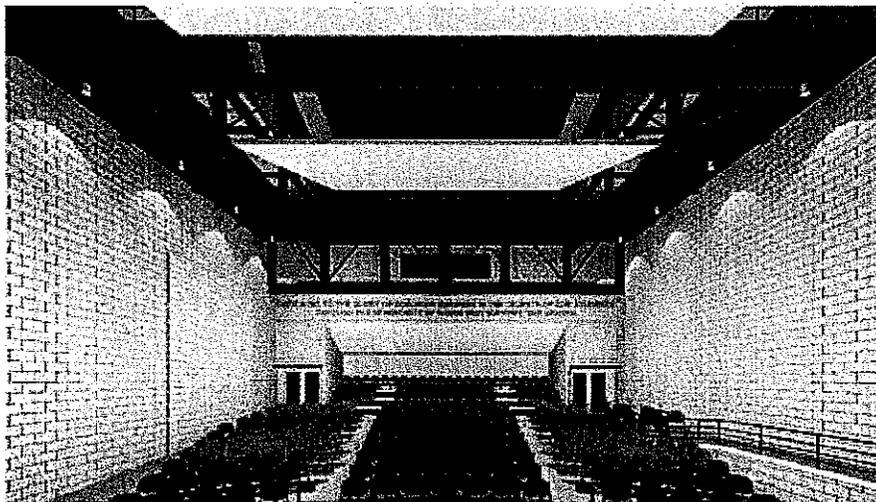
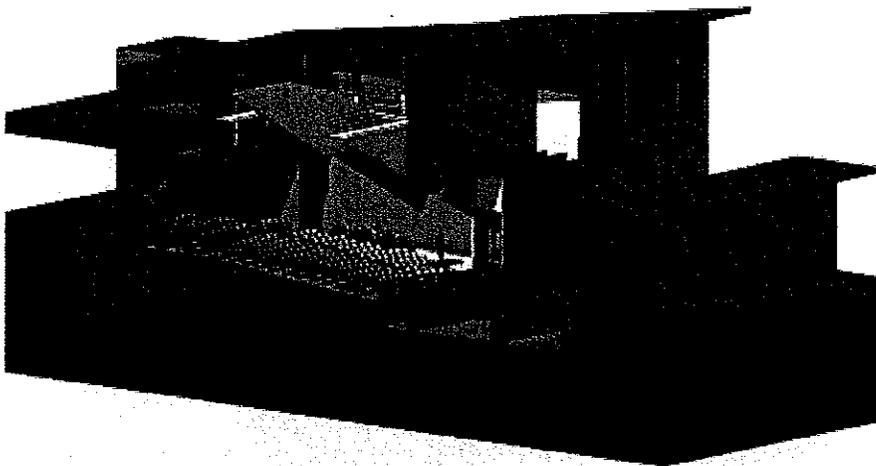
**Totino-Grace High School
Fridley, Minnesota**

RSP is currently in the design development phase for a new auditorium and theater for this culturally-diverse parochial high school.

Aging and constrained facilities, a lack of appropriate storage, and inadequate back-of-house space have prompted a renovation aimed at providing enhanced technology, improved acoustical performance, better access to lighting and sound equipment via new catwalks, and the introduction of a new fly loft.

Because of the nature of the space—it cannot be expanded in any direction other than up—the design must be extremely space-efficient.

Construction is anticipated to begin Spring 2006, and the new theater will open Fall 2006





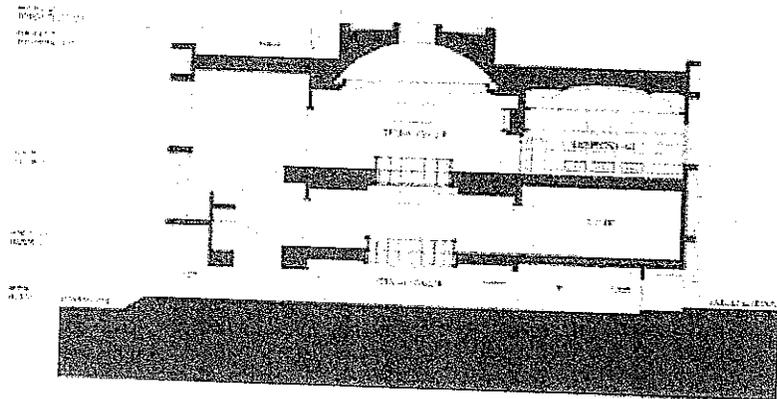
**The Minneapolis Institute of Arts
Expansion and Remodeling**
Minneapolis, Minnesota

The original building of what was then known as The Minneapolis Society of Fine Arts was designed by McKim Mead White in 1914; a major expansion in the form of flanking wings was added in 1974, and designed by the minimalist Kenzo Tange

Michael Graves and Associates—with RSP Architects as local architect-of-record—have designed a 117,000 gsf, three-story addition to the Tange wing located along Stevens Avenue; this expansion builds upon an interior renovation of the museum completed by RSP in 1998

Coupled with 48,000 sf of remodeled existing space, the project will result in a 40% increase of gallery space; the new addition will contain a special Reception Hall on the third floor, a lecture hall on the first floor, and new facilities to house the MIA's library, as well as its Prints and Drawings and Photography Study departments

Grand Opening of the new and remodeled spaces was celebrated by the MIA in June 2006.



MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

FIRM OVERVIEW

For 60 years Michaud Cooley Erickson has been providing the personalized service which successful, long-term client relationships are predicated upon. Since opening our doors in 1946 our team of mechanical and electrical engineers has grown to over 125, and MCE has become one of the largest mechanical and electrical consulting engineering firms in the United States.

Specializing in engineering-intensive projects, Michaud Cooley Erickson services corporate, high-tech, research and development, medical, laboratory, institutional, public and commercial sectors. Our depth of staff allows us to assemble high-caliber teams comprised of engineers commanding the right level of experience necessary to meet the unique requirements of your project. Our ultimate goal for each project we undertake is to engineer solutions which provide the optimum level of technical quality to clients, while adhering to established environmental, aesthetic, budgetary and scheduling requirements. In addition to confirming that mechanical, electrical, illumination and other special systems are properly designed and constructed, we can also readily provide the information clients need to run and maintain these systems. We are committed to designing systems that are energy efficient and we have several engineers who are LEED Accredited.

Our firm's success is founded on satisfied clients and repeat business. We are proud to say that over half of our work comes from existing clients pleased with the services Michaud Cooley Erickson has provided on a previous project. Long-term clients include American Express, Boston Scientific, Imation, the Metropolitan Airports Commission, North Memorial Hospital, Target Corporation, United Hospital, US Bank, Wells Fargo and the University of Minnesota.

Michaud Cooley Erickson's services include designing mechanical, electrical, lighting, fire protection, security, special systems and energy management engineering solutions for clients, as well as providing commissioning and facilities management services to facilitate efficient operation of systems.

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MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

LIGHTSPACES OVERVIEW

Michaud Cooley Erickson has offered specialty lighting design services for over twenty years. The name, LightSpaces, emphasizes the importance we place on integrating lighting within the overall project design. State of the art technology applied in an architecturally sensitive way is the hallmark of our collaboration with the design team. We specialize in layering of light, integrating architecture and lighting, utilizing standard fixtures for creative applications, offering project specific solutions, collaborating with manufacturers to create one-of-a-kind fixtures, modeling lighting effects through computer rendering and working with the entire project team to provide ambient, safe and efficient lighting solutions.

Layering of Light

- We consciously examine the use of ambient and accent lighting to create a balance of lighting in spaces, prevent glare or eye strain and create visual interest.
- Balance brightness between accent and decorative lighting, task and perimeter lighting.

Integration of Architecture and Lighting

- We prefer to work closely with interior designers early in the design process to take advantage of opportunities to build lighting into interior design details.
- Use coves, backlit panels, "floating canopies", wall sconce and torchere, fiber-optic star ceiling, art lighting slot as integral interior design elements.

Standard Fixtures ... Creative Applications

- Our designs have employed standard fixtures mounted upside down, with non-standard lamping or in custom colors for a unique look for low cost.
- Use fluorescent strip lights to backlight glass and wash walls with light.

Project Specific Solutions

- Some projects require specific research and unique solutions. Research during design of the U of M/Fairview Riverside Neonatal Intensive Care Unit showed that UV radiation could damage infants' retinas. It also showed non-variable lighting could lead to loss of blink reflex and inability to focus, particularly on the mother's face. For these reasons, the lighting included ultraviolet filters, paracube louvers, direct/indirect ambient lighting, dimming at each isolette and undercounter lighting for nighttime tasks.
- Select fixtures and lighting control to address specific projects needs and match interior environment, address maintenance concerns, modify brackets to fit round columns.

Mock-ups and Computer Modeling

- Both in-house and on-site mock-ups enable the user and designer to see the results of the proposed lighting.
- Numeric and graphic computer output aid project design.

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MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

RECREATIONAL USE/SPORTS FACILITIES

Abbott Northwestern YWCA Multicultural Child Care Center – Minneapolis, MN

Anoka Wave Pool – Anoka, MN
Mechanical and Electrical Design

Bally's Fitness Center – Minneapolis, MN

Bemidji State University Fieldhouse - Bemidji, MN
Replace Refrigeration Units

Bloomington Ice Garden – Bloomington, MN
Remodel and Addition of Locker Room

Brooklyn Park Senior High School - Brooklyn Park, MN
Athletic Facilities

Cambridge Senior High School - Cambridge, MN
Athletic Facilities

Courage Center - St. Croix, WI
Natatorium Roof/HVAC Investigation

Edinborough Community Facility – Edina, MN

Fish Lake Park Recreation Center - Minneapolis, MN
Hennepin County Parks

Four Bears Casino and Lodge – Newtown, ND
Pool, Addition, Arena Addition

Golden Valley Courage Center Pool – Golden Valley, MN
Pool Filter Study

Good Samaritan Retreat Center – Sioux Falls, SD

Good Samaritan Retreat Center West Campus – Sioux Falls, SD

Hazelden/Cork Sports and Education Center - Chaska, MN

Inver Hills Community College – Inver Grove Heights, MN
Athletic Facilities

Irondale High School - Irondale, MN
Sports Lighting

Hubert H. Humphrey Metrodome - Minneapolis, MN
Air Conditioning Design, Snow-Melting Study

Lakeville Senior High School - Lakeville, MN
Athletic Facilities

Loring Green East and West - Minneapolis, MN
Recreational Facilities

Mankato Civic Center – Mankato, MN
Mechanical and Electrical Design

Section 4

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Section 1

MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

Melrose Senior High School - Melrose, MN
Athletic Facilities

Minneapolis Athletic Club - Minneapolis, MN
Mechanical and Electrical Rehabilitation, Construction Phase Assistance

Osseo Senior High School - Osseo, MN
Athletic Facilities

Parade Ice Complex - Minneapolis, MN
Replacement of Existing Units

Parade Stadium Ice Arena - St. Paul, MN
Existing Roof-top Unit Investigation

Phillips Community Center - Minneapolis, MN

Pillsbury Center Fitness Center - Minneapolis, MN

Roseville Central Park - Roseville, MN
Sports Lighting

St. Croix Courage Center Pool - Stillwater, MN
Mechanical and Electrical Design, Drain Valve Design, Pool and Lobby Lighting

St. Paul Athletic Club - St. Paul, MN
Gym, Track and Handball Court Addition

Seattle Seahawks Stadium - Seattle, WA
Warranty Review

Shoreview Community Center - Shoreview, MN
Mechanical and Electrical Design, Indoor Pool Area and Waterpark, Community Center and Outdoor Ice Rink, Emergency Generator

University of Minnesota - Minneapolis, MN
Football Practice Facility Conceptual Design, Football Practice Facility Addition and Remodeling

Willmar Civic Center - Willmar, MN

Woodbury Senior High School - Woodbury, MN
Athletic Facilities

YMCA - Metropolitan Minneapolis, MN
Minneapolis YMCA, Northwest Branch Building, NW Branch Handball Court Addition

Zamboni Sun Valley Ice Arena - Boise, ID
Ventilation Study

Zamboni Sun Valley Ice Arena - Bloomington, MN
Opinion of Code Compliance/Ventilation Design

MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

CULTURAL AND SPECIAL USE FACILITIES

American Express Client Service Center – Minneapolis, MN
Winter Garden

Anoka Ramsey Community College – Anoka, MN
Sculpture Lighting

Basilica of St. Mary – Minneapolis, MN
Nave Air Handling Unit Study, Nave Air Handling Unit Design, Lower Level Toilets, Undercroft, Ventilation Study

Billboard Live – Multiple Locations
Billboard Live Miami, FL; Billboard Live Orlando, FL; Billboard Live New York, NY; Cargill – Minneapolis, MN; Conference Room Remodeling

Cathedral of St. Paul – St. Paul, MN
Electrical Upgrades, Exterior Lighting Design, Rectory Air Conditioning

Century College – White Bear Lake, MN
Library Resource Center Predesign

Children's Museum – St. Paul, MN
Mechanical and Electrical Engineering Services

Christ the King – Buffalo, MN
Retreat Center Master Plan, Retreat Center Mechanical and Electrical Design

Church of St. Stephen's – Anoka, MN
Display Lighting

Cool Planet – Orange, CA

DePaul University – Chicago, IL
Sculpture Lighting

First Covenant Church – St. Paul, MN
Lighting Design

Four Bears Casino and Lodge – Newtown, ND
Arena and Addition, Pool Engineering Design

Galtier Plaza – St. Paul, MN
Parking Ramp

Gearty Delmore Funeral Chapel – Plymouth, MN

Grain Belt Brewery – Minneapolis, MN
RSP Offices, NSP Energy Assets

Guthrie Riverfront Theatre – Minneapolis, MN
Complete Mechanical and Electrical Design

Hamline University – St. Paul, MN
Library Sprinkler Code Review

Harrah's Casinos – Nationwide

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

Cherokee Casino – Cherokee, NC
Original Design and Expansion

Joliet Casino – Joliet, IL
Hotel, VIP Lounge, Skyway Club, Club Cappuccino, Entertainment and Conference Center

Hennepin County Libraries – Minneapolis, MN
Mechanical Facilities Condition Analysis

Hotel Discover – Multiple Locations

Mall of America – Bloomington, MN

Café Odyssey – Denver, CO

International Market Square – Minneapolis, MN
Mechanical and Electrical Engineering Services

James J. Hill House – St. Paul, MN
Roof Ventilation

Landmark Center – St. Paul, MN
Renovation, Exterior Lighting

MacPhail Center for the Arts – Minneapolis, MN
Full Mechanical and Electrical Design

Minnesota Centennial Showboat – St. Paul, MN

Mount Zion Temple – Minneapolis, MN
Phase III Mechanical and Electrical Engineering

Oak Glen Golf Course – Stillwater, MN
Club House HVAC

Oak Ridge Conference Center – Minneapolis, MN

Orchestra Hall – Minneapolis, MN
Elevator Remodel, Toilet Remodel

Prince of Peace Church – Burnsville, MN
Tower Lighting

Pierre Bottineau Library – Minneapolis, MN
Complete Mechanical and Electrical Design

Plymouth Congregational Church – Minneapolis, MN
Fire Alarm Upgrades

Saint Andrew's Golf Academy – Minneapolis, MN
Mechanical and Electrical Design Services

Saint Croix Casino and Hotel – Turtle Lake, WI

Saint Mary's Greek Orthodox Church – Minneapolis, MN

Saint Paul Cathedral – St. Paul, MN
Roof Renovation, Exterior Lighting Design

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

Saint Paul Central Library – St. Paul, MN

Security Engineering

Saint Paul Monastery – Maplewood, MN

Air Conditioning Study, Outside Air / Humidification Design

Saint Wenceslaus Church – New Prague, MN

Lighting Renovation

Shingle Springs Resort and Casino – El Dorado, CA

Full Mechanical and Electrical Design

Star Tribune – Minneapolis, MN

McClellan Building – Life Safety Upgrades, Heritage Building – Ship Dock Addition

Tamarack Nature Center – White Bear Lake, MN

University of Minnesota Mondale Law School Addition – Minneapolis, MN

Full Mechanical and Electrical Design

University of Minnesota Northrup Auditorium – Minneapolis, MN

Pre-design

University of Minnesota Regis Center for Art – Minneapolis, MN

Full Mechanical and Electrical Design

University of Minnesota Southern Star Showboat – St. Paul, MN

Preliminary Design

MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

TENANT FIT-UP AND OWNER'S REPRESENTATION PROJECTS

Allianz Life - Golden Valley, MN

American Express - Minneapolis, MN
707 Building, CSC Building

Andersen Consulting (dba Accenture) - Minneapolis, MN

AT&T - Minneapolis, MN
Multiple Projects

Best Buy Corporation - Minneapolis, MN
Owner Representation

Century Plaza - Minneapolis, MN

Chesapeake Bagel - Victoria, MN and Minneapolis, MN

City Center - Minneapolis, MN
Multiple Projects

Dain Rauscher (et. al.) - Minneapolis, MN

Dorsey Whitney - Minneapolis, MN
50 S. 6th Street - Tenant Fit-up and Owner Representation

Ernst & Young - Minneapolis, MN

Faegre & Benson - Minneapolis, MN

FSI International - Chaska, MN

Gaviidae Commons - Minneapolis, MN

Greene Holcomb & Fischer - Minneapolis, MN

Green Tree Financial - Minneapolis, MN

Group Health - Minneapolis, MN

Health Partners - Minneapolis, MN

Hub Office Complex - Des Moines, IA

IDS Center - Minneapolis, MN

Imation - Oakdale, MN
Discovery Building

Lawson Software - St. Paul, MN
Tenant Fit-up and Owner Representation

Lutheran Brotherhood - Minneapolis, MN
Merchant & Gould - Minneapolis, MN

Metris - Minneapolis, MN

Minnesota Life - St. Paul, MN

Minnesota Department of Transportation - St. Paul, MN

Section 4

Section 3

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MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REPRESENTATIVE PROJECT LIST

NRG - Minneapolis, MN

Pillsbury Tower - Minneapolis, MN
Multiple Projects

Piper Jaffray - Minneapolis, MN
Multiple Projects

Rosedale Mall - Roseville, MN

St. Paul Travelers - St. Paul, MN
Multiple Projects

Target Building - Minneapolis, MN

US Bank Place - Minneapolis, MN

Wells Fargo - Minneapolis, MN
Multiple Projects - Wells Fargo Tower (aka Norwest Tower), Northstar Building, Lowry Hill

Woodwinds Health Campus - Woodbury, MN

Section 4
Section 3
Section 1

REFERENCES

THE STAUBACH COMPANY
DAVID W. JACKSON

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Crawford-Merz Anderson Construction Company
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Minneapolis, MN 55404
(612) 874-9011
wanderson@crawfordmerz.com

David J. Mervin
Senior Vice President Building Division
Kraus Anderson Construction Company
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Minneapolis, MN 55404
(612) 721-7581
dmervin@kabld.com

Lucian E. (Ed) Soltvedt AIA
JBL Architects, Inc.
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Suite 250
Minneapolis, MN 55402-1200
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tdowns@bkbm.com

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(212) 675-2932
alex@nhany.com

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Three World Financial Center
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New York, New York 10281
(212) 417.7000
Rbachia@brookfieldproperties.com

REFERENCES

RSP has several long-term, full-service client relationships that have been built on trust and our method of "under-promising and over-delivering." The nature of such relationships allows us to maintain an "open-book" status with our clients — any part of the process may be audited at any time, from project staffing to billing, from the project budget to the schedule.

Wells Fargo Home Mortgage Minneapolis Campus

Ms. Cheryl Howard, VP, Corporate Real Estate
One Home Campus
MAX X2406-013
Des Moines, IA 50328-0001
phone 515 213 4244

Xcel Energy

Mr. Larry Bick, Managing Director
414 Nicollet Mall
Minneapolis, MN 55401
phone 612.330 6274

Ameriprise Financial

Ms. Anne Nelson, Regional Project Manager
Trammell Crow Company
785 Ameriprise Financial Center
Minneapolis, MN 55402
phone 612.671 8133

Target Corporation

Mr. Rich Varda, Vice President of Architecture and
Engineering
1000 Nicollet Mall
Minneapolis, MN 55402
phone 612 761 7214

The University of Minnesota

Mr. Michael Perkins, Associate Vice President
340 Morrill Hall, 100 Church Street SE
Minneapolis, MN 55455
phone 612 626.0662



MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

REFERENCES

Brookfield Properties Corporation

Ted Zwiag
Suite 4640
33 S Sixth Street
Minneapolis, MN 55402
phone 612.372.1540
email tzwiag@brookfieldproperties.com

General Mills

Lauren Hoen
HQ/ITQ Facilities
Annex A-103
9000 N Plymouth Avenue
Minneapolis, MN 55427
phone 763.764.3976
email lauren.hoen@genmills.com

Imation

Bryan Noble
One Imation Place
Discovery
Oakdale, MN 55128-3414
phone 651.704.6182
email bwnoble@imation.com

Hennepin County Medical Center

Dan Wichman
Hennepin County Medical Center
701 Park Avenue
Minneapolis, MN 55415
Phone 612.873.3813
email dan.wichman@co.hennepin.mn.us

PERSONNEL LISTING

Section 1

Section 1

Section 1



David W. Jackson

Vice President
Design Construction
Consulting Services

Direct Phone: 612.341.6773
Email: david.jackson@staubach.com

David Jackson is an accomplished project management professional with over 27 years of highly successful experience managing all aspects of aspects of development from site acquisition, government approval, planning and design, through construction and occupancy. To date, David has managed 8.3 million square feet of commercial office, retail, warehouse & industrial projects, having an aggregate cost exceeding \$591.2 million.

David's clients entrust him with all aspects of their project. A skilled and respected negotiator, he focuses on strategies for a project's feasibility, location, design, construction and timely. Additionally, David's across-the-board understanding of leases, facilities administration, and physical plant operations afford him a keen awareness of the key disciplines essential to delivering a successful real estate project.

Corporate Headquarters Projects

- ◆ Target Corporation - Minneapolis - Edina, MN
- ◆ Polaris Industries Inc. - Medina, MN
- ◆ Sulzer-SpineTech Inc, MN
- ◆ PRA Solutions - Minneapolis, MN
- ◆ Computer Network Technologies - Plymouth, MN
- ◆ Accenture - Minneapolis, MN
- ◆ International Multifoods - Minneapolis, MN
- ◆ Reckitt & Colman, PA - Wayne, NJ
- ◆ Decision Systems Inc. - Minneapolis, MN
- ◆ Airwick Industries - Wayne, NJ
- ◆ Northrup King - Golden Valley, MN
- ◆ Durkee/French Foods - Wayne, NJ

Education & Community

- ◆ University of Saint Thomas - Saint Paul, MN
- ◆ South Saint Paul High School
- ◆ Past Director, Board of Education ISD 197 (1989 - 2000)
- ◆ BOMA - Minneapolis, MN - Member
- ◆ NAIOP - Member
- ◆ MN Shopping Center Association - Member
- ◆ City of Minneapolis "One Stop" Task Force - Member

Staubach


High performance. Delivered.

Office Leasehold Improvements
Minneapolis, MN

**RECKITT
BENCKISER**

Corporate Headquarters
Wayne, NJ



Corporate Headquarters
Wayne, NJ

 UBS|PaineWebber

Office Leasehold Improvements
Minneapolis, MN

**border
FOODS**

au bon pain.

Au Bon Pain @ City Center
Minneapolis, MN

Brooks Brothers

IDS Crystal Court
Minneapolis, MN



Corporate Headquarters
Wayne, NJ



Corporate Headquarters
Golden Valley, MN

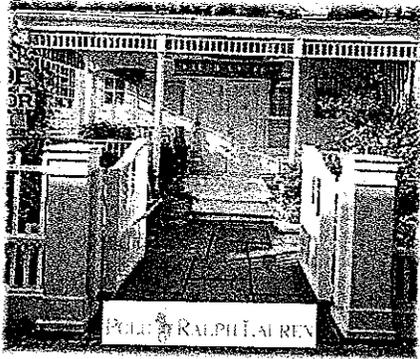


Corporate Facility
Orange County, CA



Regional Office
Bloomington, MN

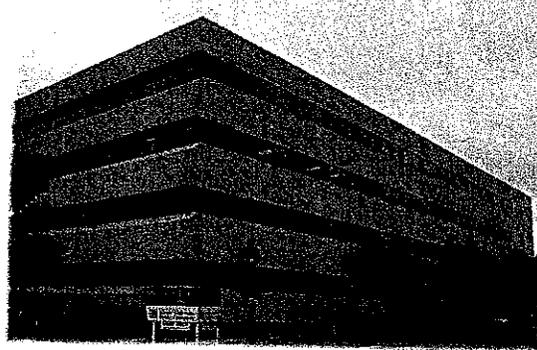
Staubach



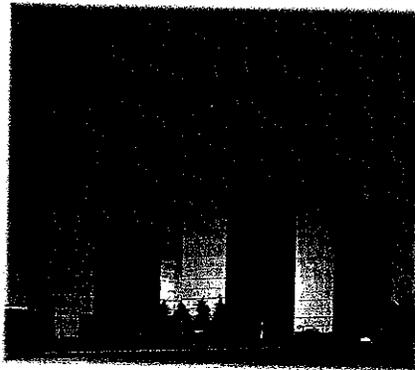
**Polo
Country Store
East Hampton, NY**



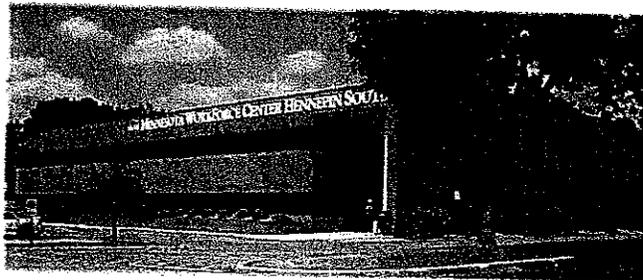
**Southpoint Tower
Bloomington, MN**



**555 Park Avenue
Saint Paul, MN**

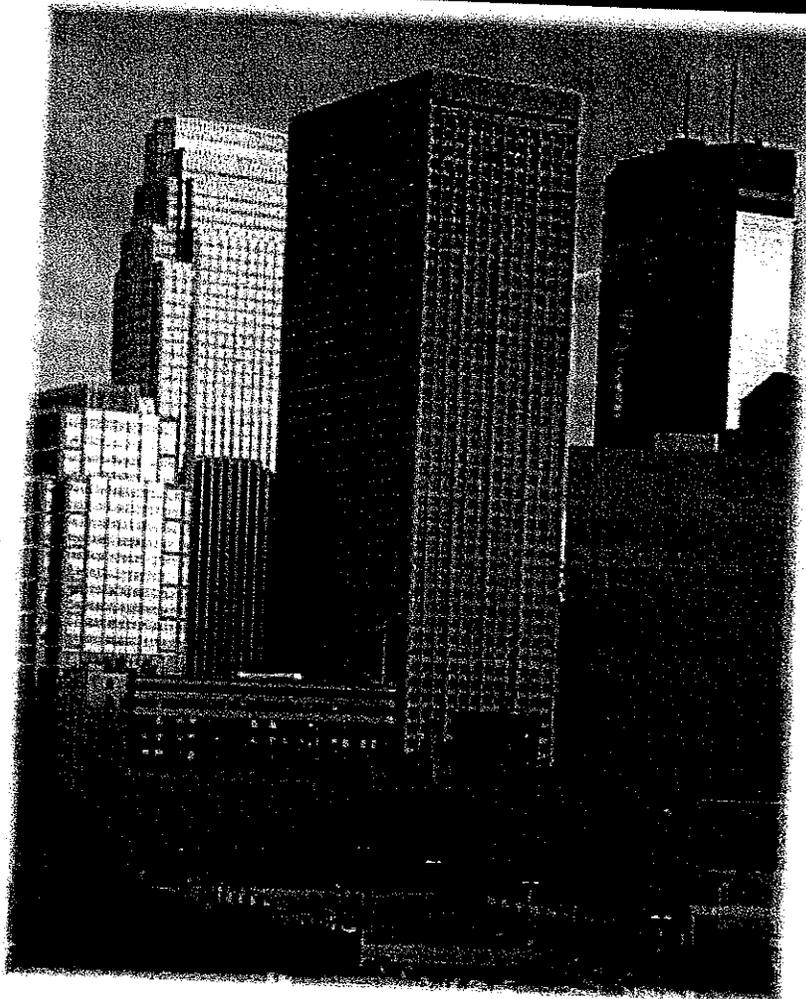


**Northland Plaza
Bloomington, MN**



**4220
Old Shakopee Road
Bloomington, MN**

The Staubach



33 South Sixth Street Tower Minneapolis, MN

Formerly the Multifoods Tower, this building was completed in the Fall of 1981. The 52-story 668-foot tall building was then the second tallest in Minneapolis, currently, it is Minneapolis' fourth tallest.

There are six skyway connections, the Minneapolis Marriott City Center, a 584-room full service hotel and a 687 stall parking garage. Located in downtown Minneapolis, 33 South Sixth Street has 1.1 million square feet of office space and 370,000 square feet of retail space.

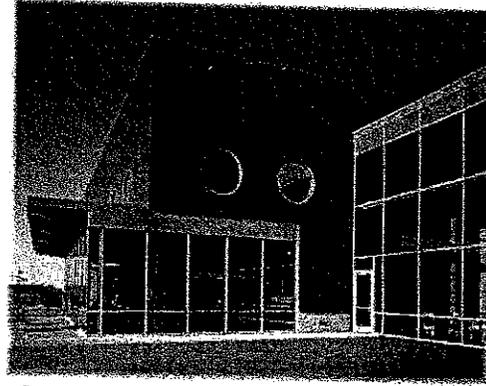
It includes Minneapolis City Center, a retail mall with the largest food court in Minneapolis and six skyway connections. The complex also includes Minneapolis Marriott at City Center, a 31-story 584-room full-service hotel.

33 South Sixth Street Tower and City Center was designed by Skidmore, Owings & Merrill LLP, Denver, CO and built by PCL Construction, with engineering by Flack + Kurtz, Denver, CO.

Staubach



POLARIS
The Way Out.®



Polaris Industries Headquarters Medina, MN

The challenge was to design and construct a new headquarters for Polaris that exemplified the active enjoyment that its products inspire. A selected team created a work environment that is informal and provides the opportunity for product display and promotion.

The 130,000 SF facility houses corporate office functions, a national training center for Polaris dealers, the company's product design group, warehousing and product storage.



The program functions are organized in two buildings linked by a two-story lobby or "main street," that serves as a corporate living room while offering opportunities for prototype retail display.



HGA and Opus Architects designed the project as a joint venture at the direction of the Owner. General construction services were provided by Opus Northwest.



Computer Network Technologies Maple Grove, MN

The developer's original concept was to construct a speculative, three story suburban office building. Working collaboratively with the tenant's representative the plans and specification were revised to meet the needs of this growing data storage device firm.

The contractor was able to continue the Shell construction and changes were implemented applying "fast track" methodologies, daily on-site coordination and candid, open dialogues amongst all team members.

The building was completed on schedule; new furnishings were bid, selected and installed under budget with CNT taking possession ahead of schedule. Significant work was completed after CNT moved its assembly protocols on-site.

Supplemental cooling and emergency generators were installed without negatively affecting occupancy or the building site. WCL Architects provided Interior architectural design; the shell building was design by Opus Architects, with Opus Northwest providing shell and leasehold construction services.



Gaviidae Common I Minneapolis, MN

The first of two phases Gaviidae Common I is a 230,000 square foot, five level, retail center fronting on Nicollet Mall between 6th and 7th Streets anchored by Saks Fifth Avenue, Off Fifth Outlet, M & I Bank and specialty retailers.

The project architects were Caesar Pelli & Associates with Lohan Associates. The project was constructed by a joint venture of Kraus Anderson Construction Company and PCL Construction, and engineer of record was Flack & Kurtz.

RESUME



David C. Norback, AIA
Principal

Background

- 34 years experience
- Registered architect, Minnesota No. 11902 and 5 other states
- Bachelor of Architecture, The University of Minnesota
- NCARB Certificate
- Member, American Institute of Architects—Minnesota

Wells Fargo Home Mortgage, Minneapolis, MN

Adaptive reuse of 26-acre former Honeywell corporate campus for use by up to 4,300 WFMH employees; renovation and remodeling of approximately 900,000 gsf; new 225,000 sf West Building; and 2,000 car parking structure

The University of Minnesota, Carlson School of Management Expansion, Minneapolis, MN

Planned primarily as a 125,000 gsf second building with undergraduate classrooms; construction is expected to begin in the autumn of 2006

Express Scripts Corporate Headquarters, Developed by Liberty Property Trust, Bloomington, MN

Build-to-suit, 355,000 gsf six-story corporate office building

Corporate Office Development, McGough Companies, Bloomington, MN

Planning and Concept Design for proposed nine-acre development comprised of 350,000 gsf, two-building build-to-suit corporate headquarters

Wells Fargo Service Company, Operations Center, Shoreview, MN

400,000 gross square foot corporate service and processing center

American Express Technologies Organization, Minneapolis, MN

Reconfiguration and remodeling of 613,000 sf data operations center

GMAC-RFC, 8400 Normandale Remodel, Bloomington, MN

220,000 sf remodel and tenant improvements

American Express Financial Center, Minneapolis, MN

Interior architecture for 1.1 million gross square foot headquarters offices for American Express Financial Advisors

American Express Company, New York, NY

Renovation and remodeling of the company's World Financial Center headquarters for reoccupancy

UnitedHealth Group Corporate Center, Minnetonka, MN

Renovation and remodeling of 25-year-old corporate headquarters; approximately 330,000 gsf

American Express Financial Advisors, Property Casualty Offices, Ashwaubenon, WI

Master plan for development of 41-acre, three building office campus in suburban Green Bay; first phase "signature" building completed in 2000; 150,000 sf

Grain Belt Brewhouse Renovation, Ryan Companies US, Minneapolis, MN

Restoration and adaptive reuse of historic brewery for RSP Architects' offices and studios

Oak Ridge Conference Center, Chaska, MN

Corporate training and conference center with overnight guest accommodations; 170,000 gsf



11011100

RESUME



Mary Deeg, IIDA, CID
Senior Associate
Director of Interiors

Background

- 22 years experience
- Bachelor of Science in Interior Design, The University of Minnesota
- Certified Interior Designer, State of Minnesota No. C00270
- Nationally Registered Professional Interior Designer
- Professional Member, International Interior Design Association
- Member, NAIOP, Minnesota Chapter

Mayo Stabile Support Services Building, Rochester, MN

Original, 10-story, 199,000 gsf building occupied by Mayo Medical Laboratories and the Mayo Medical School as well as current development of 3-story addition

Mayo Collaborative Services, Inc., Superior Drive Support Center, Rochester, MN

210,000 sf interim office remodeling of leasehold space with multiple phases of construction

Wells Fargo Home Mortgage, West Des Moines, IA

Interior architecture and design for 1 million gsf corporate campus comprised of six (6) buildings to support 4,500 employees; includes full amenities such as café, coffee shop, convenience store, cafeteria, fitness center, training and conference center

Wells Fargo Home Mortgage, Minneapolis, MN

Adaptive reuse of 26-acre former Honeywell corporate campus for use by up to 4,300 WFMH employees; renovation and remodeling of approximately 900,000 gsf; new 225,000 sf West Building; and 2,000 car parking structure

American Express Financial Advisors, Minneapolis, MN

Workplace Enhancement Program involving design and FFE for more than 776,000 gsf

Syntegra Headquarters, Arden Hills, MN

100,000 gsf tenant improvements within existing corporate headquarters offices

Mayo Employee Credit Union, Rochester, MN

Banking facility for 18,000 member credit union; approximately 36,000 gsf

Prosource Educational Services, Multiple Twin Cities Locations

Classrooms, training centers, and administrative offices for nine separate facilities

HealthEast, St. Paul, Minnesota*

Adaptive reuse of Midway Hospital to 180,000 gsf corporate office space

Ontrack Data International, Corporate Headquarters, Eden Prairie, MN*

Tenant improvements for office space of approximately 62,000 gsf

National Computer Systems, Iowa City, IA

New corporate headquarters office building

National Computer Systems, Lawrence, KS*

Offices and data processing facility

*While associated with another firm.



RESUME



Gordon Strom, AIA, CID
Associate
Project Manager

Background

- 18 years experience
- Registered architect, MN #22280
- Bachelor of Architecture, North Dakota State University

Brookfield Properties, City Center Renovation, Minneapolis, Minnesota
Retail and corporate office renovation of 200,000 gsf

Wells Fargo Home Mortgage, Minneapolis Campus
New 210,000 sf West Building and planning/design for renovation of campus water park

GMAC-RFC, 8400 Normandale Remodel, Bloomington, Minnesota
220,000 sf (10 floors) remodel and tenant improvements for corporate headquarters offices

United Defense, Warehouse Remodel, Fridley, Minnesota
Design development for new office space; 50,000 sf

American Express Company, World Financial Center, New York, New York
Project management for tenant improvements and relocation of employees; 900,000 sf

American Express Company, Colgate Center Offices, Jersey City, New Jersey
160,000 sf office space, primary relocation site for displaced employees prior to reopening of World Financial Center

UnitedHealth Group, UHG Edina Offices, Edina, Minnesota
300,000 sf office development

American Express Company, Corporate Office Remodel, Phoenix, Arizona
140,000 sf corporate tenant improvements

American Express Company, Latin American Headquarters, Miami Lakes, Florida
56,000 sf corporate office space

UnitedHealth Group, Golden Valley, Minnesota
120,000 sf office, call center, and data center space

Metris Corporation, Crescent Ridge Offices, Minnetonka, Minnesota
16,000 sf corporate office space

The Minneapolis Institute of Arts, Stevens Avenue Expansion
Executive architectural services, including construction documents, for \$35 million addition designed by Michael Graves Associates

The Children's Theatre Company, Expansion and Renovation, Minneapolis, Minnesota
Architect of Record services and construction document preparation

Dain Rauscher Wessels,* Equity Trading Offices, Memphis, Tennessee
13,000 sf tenant improvement services

Dain Rauscher Wessels, West Coast Headquarters*, Menlo Park, California

*while associated with another firm



MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Dean A. Rafferty, PE - President

Education

South Dakota School of Mines and Technology
Master's Degree in Mechanical Engineering - 1972
Bachelor of Science in Mechanical Engineering - 1970

Registration

Registered as a Professional Engineer in Minnesota and 23 Other States
Minnesota Registration No. 12018

Professional Associations

International Society for Pharmaceutical Engineering
American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)
Minnesota Consulting Engineers Council (CEC/M)
National Society of Professional Engineers (NSPE)
7 x 24 Exchange

Experience

As president of the firm, Dean Rafferty provides direction and oversees the company's marketing, administration, operation and design functions. He provides design direction on select projects and in particular market segments. Dean has extensive experience with offices and "mission critical" facilities. Dean has represented owners' interests during development and tenant negotiations for numerous major building projects. Furthermore, Dean Rafferty has served on BOMA International Planning panels and has lectured for the BOMA RPA (Real Property Administration) course series.

Relevant Projects

Allianz Life – Golden Valley, MN New Corporate Headquarters	Federal Reserve Bank – Minneapolis, MN Remodeling Projects
American Express – Minneapolis, MN Multiple Studies - Owner Representation Tenant Fit-up Services	Guthrie Theatre – Minneapolis, MN New Riverfront Theatre Design
American Express Client Service Center (CSC) Minneapolis, MN Design for Major Corporate Call Center	Hubert H. Humphrey Metrodome – Minneapolis, MN Air Conditioning
American Express Operations Center – Minneapolis, MN Original Design 1998 Upgrade 2004 Upgrade	Ice Arenas – Twin Cities Metro Area, MN Heat Recovery Systems
American Express 707 Building – Minneapolis, MN Owner Representation Tenant Fit-up Services	Las Vegas Police Department – Las Vegas, NV Computer Center 911 Communication Center
Boston Scientific (formerly SciMed) – Maple Grove, MN Weaver Lake I Clean Room Manufacturing Facility Weaver Lake II Research and Development Facility	Medtronic Cardiovascular Technology Center - Fridley, MN Includes Clean Rooms
City Center - Minneapolis, MN Renovation and Remodel On Call Engineering	Minnesota Correctional Facility – Rush Creek, MN Close Custody Prison
Edinburgh Community Facility – Edina, MN Multi-use Indoor Park	Ramsey County Courthouse & St. Paul City Hall St. Paul, MN Complete Remodel while Occupied
	Regions Hospital - St. Paul, MN Multiple Projects
	Riverplace – Minneapolis, MN Center for Multi-use Entertainment Complex
	Rosedale Shopping Center – Roseville, MN Remodeling and Expansion
	Southdale Shopping Center – Edina, MN Remodeling and Expansion

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Dean A. Rafferty, PE - President

Target Corporation – Multiple Locations, Nationwide

US Bank – Minneapolis, MN
FBS Offices/Customer Service Areas

US Bank Operations Center – St. Paul, MN
Central Heating and Cooling Plant
Commissioning Services
Retrofit of Existing Building for Financial
Operations Data Center

USSB National Broadcast Station – Oakdale, MN

Wells Fargo Center – Minneapolis, MN
Offices and Customer Service Areas
Dining Facilities for Corporate Offices

Wells Fargo Home Mortgage – Minneapolis, MN
Honeywell Campus Remodel Project

Wells Fargo Operations Center – Minneapolis, MN
Central Plant
Remodel and Restack
Dining and Kitchen Facilities

Wells Fargo Shoreview Operations Center I – Shoreview, MN
Check Processing Facility

Wells Fargo Shoreview Operations Center II – Shoreview, MN
150 Watt/sf Server Room

Woodwinds Healthcare Campus - Woodbury, MN
Mechanical Design for New Hospital Campus

YMCA – Minneapolis, MN

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Ronald R. Kruzeski - Project Manager - Principal Associate - Mechanical Engineering

Education

Bachelor of Mechanical Engineering Program - University of Minnesota - Minneapolis, MN
Pre-Engineering Program - Inver Hills Community College - Inver Grove Heights, MN
Architectural Technology - CAD - Dakota County Technical College - Rosemount, MN

Experience

Ron Kruzeski has over 20 years of experience working for consulting engineering firms. Since joining MCE in 1991, he has been involved in every aspect of the mechanical engineering process from assessment of existing conditions and design of remedial improvements, to the provision of mechanical design, construction document and observation services for new, expanded and renovated facilities.

Relevant Projects

ADC Telecommunications - Vadnais Heights, MN	Imation - Oakdale, MN
BCG Fiber Optics Facility	Discovery Lab Building
Chilled Water and Steam Plant	Pioneer Building
Clean Rooms	Lab Facilities
Bassford Lockhart - Minneapolis, MN	Clean Rooms
33 S Sixth Street Building	Data Center
Floor 38	Pilot Plant
Bowman and Brooke Law Firm Relocation - Minneapolis	On Call Engineering
Fifth Street Tower	Kodak - Oakdale, MN
Server Room	Optics Cleanroom Expansion
Floors 29-31	Minnesota Law Center - Minneapolis, MN
Capella University - Minneapolis, MN	Minnesota State Bar Association Facility
Classroom and Office Space	Hennepin County Bar Association Facility
Carleton College - Northfield, MN	MN Continuing Legal Education Facility
Boliou Art Center Remodeling/Addition	North Memorial Health Care - Robbinsdale, MN
New Science Center	Expansion and Renovation
Olin and Mudd Science Halls Renovation	Rider Bennett Law Firm Relocation - Minneapolis, MN
City Center - Minneapolis, MN	33 S Sixth Street Building
Renovation and Remodel	Floors 46-50
Chilled Water Plant	100,000 sf
On Call Engineering	Samsung Electronics - Minneapolis, MN
Dain Rauscher Plaza- Minneapolis, MN	Lab Facilities
Fuel Oil System	St. Jude Medical - Little Canada, MN
On Call Engineering	Data Center
Department of Human Services - Minneapolis, MN	Analytical Lab
Data Center	St. Jude Medical - Puerto Rico
Goldenberg & Johnson Law Firm - Minneapolis, MN	Clean Room
33 S Sixth Street Building	Chilled water plant
Floor 45	Target Corporation - Minneapolis, MN
Health System Minnesota - Minneapolis, MN	33 S Sixth Street Building
Park Nicollet Clinic - Blaisdell Avenue	Corporate Offices
Airport Clinic - Minneapolis	Corporate Cafe
Hennepin County Government Center - Minneapolis, MN	Conference Center
Drug Court Remodel	Photo Studio
Probate Court Remodel	WCCO TV- Minneapolis, MN
	Studio Remodel

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Alan P. Moore, FPE - Vice President - Senior Fire Protection Engineer

Education

Bachelor of Science in Industrial Engineering
Iowa State University - Ames, IA

Registration and Certification

Registered in the State of Minnesota - Professional Engineer in the discipline of Fire Protection
Minnesota Registration No. 23722
Certified at Level IV in Automatic Sprinkler System Layout
National Institute for Certification Engineering Technologies (NICET)
Certification No. 71459

Professional Associations

National Fire Protection Association (NFPA)
Society of Fire Protection Engineers - Member Education Committee
Society of Fire Protection Engineers - Chairman Sprinkler Design for Engineers Course
Minnesota Fire Protection Council - Past President
State of Minnesota Rules Advisory Committee - Sprinkler Protection

Experience

In addition to being registered as a professional Fire Protection Engineer, Al Moore is one of the few engineers in the State of Minnesota to be certified in sprinkler system layout at the highest level. He has over 23 years experience in the design and construction of fire protection systems.

Al also specializes fire suppression requirements for computer data centers including FM-200 Clean Agent fire suppression systems, early warning air-sampling and conventional smoke detection systems, heat detection systems and double-interlock preaction sprinkler systems. The bidding and construction phase services Al provides include layout and hydraulic design of sprinkler systems, review of contractor shop drawings and performing on-site inspections.

As MCE's in-house fire protection engineer, Al provides a full range of fire protection engineering services including, conducting code reviews, establishing equivalencies and establishing fire protection design parameters. He has also evaluated code requirements for hazardous material areas including explosion prevention systems, spill control, containment, ventilation, and determination of building control areas.

Prior to joining MCE, Al was a senior project manager for a fire protection contractor. For a period of 10 years, Al designed, hydraulically calculated and managed the installation of automatic sprinkler systems in a large variety of commercial facilities. The fact that Al's background encompasses both the contracting and engineering areas of the building industry enables him to not only evaluate the requirements and design fire protection systems, but also to review contractor installations.

Al coordinates the interface between fire protection systems, building automation systems, fire alarm systems, emergency power off and emergency power systems.

Relevant Projects

Abbott Northwestern Hospital - Minneapolis, MN
Remodeling and Improvement Projects
Best Buy Data Center - Bloomington, MN
Boston Scientific - Maple Grove, MN
Hazardous Material Code Review
Production Building
Research Laboratory Building

Brookdale Shopping Center Renovation
Brooklyn Center, MN
Children's Museum - St. Paul, MN
City Center - Minneapolis, MN
Renovation and Remodel
On Call Engineering
Department of Human Services - St. Paul, MN
Nine story Office tower and parking ramp

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Alan P. Moore, FPE - Vice President - Senior Fire Protection Engineer

- Faribault Men's Correctional Facility – Faribault, MN
 - Sprinkler System Retrofits - Hospital
 - Segregation Unit (New Building)
- Federal Reserve Bank - Minneapolis, MN
 - Nine-story Office
 - Four-story Operations Center
- Gillette Children's Hospital - St. Paul, MN
 - Sprinkler System for Building Addition
- Good Samaritan - Sioux Falls, SD
 - Retreat Center
 - Campus Central Plant Study
- Hennepin County Medical Center - Minneapolis, MN
 - Fire Sprinkler and Fire Pump System Analysis
- Imation Discovery Building - Oakdale, MN
 - Research Labs
- Mankato Civic Center and Arena - Mankato, MN
- Metropolitan Airports Commission - Twin Cities, MN
 - New HHH Terminal – St Paul, MN
- Minnesota Correctional Facilities - Moose Lake, MN
- Minnesota Closed Custody Facility - Rush City, MN
 - 800 Bed
 - 50 Series Buildings
 - Retrofit of Former Hospital
- North Hennepin Community College – Brooklyn Park, MN
 - Mechanical/Electrical Systems
 - Master Plan/Improvements
 - New Boiler Plant
- Regions Hospital - St. Paul, MN
 - Emergency Medical Department
 - Level I Trauma Unit
 - West Expansion
- St. Paul Travelers – St Paul, MN
 - Data Center Halon and Detection System
 - Fire Protection System Design for Training Lab
 - Study and Improvements
- St. Peter Regional Treatment Center - St. Peter, MN
- South St. Paul High School – South St. Paul, MN
 - Sprinkler System Retrofit
- SuperValu – Midwest, USA
 - Midwest Regional Distribution Center
 - Oglesby, IL
 - ESFR Sprinkler Systems
 - Pick Module Rack Systems
 - St. Louis Perishable Center
 - Berkeley, MO
 - Warehouse Freezer Pre-Action Systems
 - Warehouses and Cub Food Stores - Nationwide
- University of Minnesota – Minneapolis, MN
 - New Arts Facility
 - Classroom Building
- US Bank – Multiple Locations
 - Network Equipment Rooms
- USSB National Broadcast Station – Oakdale, MN
- Wells Fargo Home Mortgage- Minneapolis, MN
 - FM – 200 Fire Suppression
 - Detection System Study
 - Computer Room Fire Protection Upgrades
- Wells Fargo - Minneapolis, MN
 - Data Center Systems
- Wells Fargo Operations Center – Shoreview, MN
- Wells Fargo Data Center – Shoreview, MN
- Westgate Surgery Center - St. Paul, MN
 - Wet Sprinkler System for Bldg. Addition
- Winona State University – Winona, MN
 - Science Center
- WMEP Downtown Inter-district K-12 School
 - Minneapolis, MN

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Sean A. Tewalt, PE - Project Manager, Principal Associate – Electrical Engineering

Education

Bachelor of Electrical Engineering – University of Minnesota

Registration

Registered as a Professional Engineer in Minnesota

Minnesota Registration No. 40871

Professional Associations

North Central Electrical Engineering Society (NCEES)

Experience

Sean Tewalt has over 11 years of experience in the electrical engineering field. He has contributed to the design of power, lighting and communications systems for industrial, institutional, educational, data center and production facilities. He has completed engineering studies and coordination studies, produced construction drawings and specifications, attended design and construction meetings, used computer aided drafting (CAD), worked closely with clients, researched code requirements and communicated with code officials. He has coordinated design issues with members of the design and construction teams, performed site observations and final inspections and created project documents and reports.

Relevant Projects

- | | |
|--|---|
| Alexandria Vo-Tech - Alexandria, MN
Science Building Addition | North Hennepin Community College – Brooklyn Park, MN
Science Building |
| Allianz Life Phase II – Golden Valley, MN
Coordination Study | Pillsbury (dba General Mills)
Edina, MN
Haagen Dazs R&D Facility
Minneapolis, MN
Food Service Relocation
Breakfast Relocation
St. Paul, MN
Huntingdon Building |
| American Express (dba Ameriprise) - Minneapolis, MN
Operations (Data) Center Reconfiguration
Minneapolis Data Center 2004 Upgrade | Resource Companies - Minneapolis, MN
Peavey Building Fit-up |
| Burnsville Center - Burnsville, MN
Mall Renovation
Smoke Evacuation/Life Safety Upgrade | Solonis - Minneapolis, MN
50 South Sixth Tenant Fit-up |
| Century College - White Bear Lake, MN
Pedestrian Walkway | United Health Group – Multiple Locations, Nationwide
Frederick, MD
MAMSI Data Center
Houston, TX
Bissonnet Generator Project
Salt Lake City, UT
Ingenix Data Center Project
Trumbull, CT
Oxford Data Center Project |
| City Center - Minneapolis, MN
Renovation and Remodel
On Call Engineering | US Trust - Minneapolis, MN
Peavey Building Fit-up |
| Foothill Oaks Casino - Sacramento, CA
Lakes Gaming Casino Project | |
| Guthrie On the River - Minneapolis, MN
Guthrie Theater
Guthrie Parking Ramp | |
| Imation – Multiple Locations, Nationwide | |
| Metropolitan Airports Commission – Twin Cities
Metropolitan Area, MN | |
| Minneapolis Public Libraries - Minneapolis, MN
North Regional Library
East Lake Library | |
| Minnesota Department of Corrections - Statewide
Moose Lake Correctional Facility
Administration Building
Housing Cottages
Faribault Correctional Facility - Faribault, MN
Juvenile Detention Center - Crookston, MN | |

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Eric J. Stelmack, PE - Associate - Electrical Engineering

Education

Bachelor of Science - Industrial Engineering - University of Wisconsin - Madison, WI

Registration

Registered as a Professional Engineer in Fire Protection
Minnesota License No. 43108

Professional Associations

Building Industry Consulting Services International (BICSI)
North Central Electrical League (NCEL) - Datacomm Council Member
Institute of Electrical and Electronic Engineering (IEEE)
American Society for Industrial Security (ASIS)
Automatic Fire Alarm Association - Minnesota Chapter (MN AFAA)
National Fire Protection Association (NFPA)
Minnesota chapter of the Society for Fire Protection Engineers (SFPE)

Experience

Eric Stelmack has been practicing as a Consulting Engineer with Michaud, Cooley, Erickson since 1996, and working in the engineering field since 1991. He maintains comprehensive knowledge of voice and data, fire alarm, security, audio/visual, and other low-voltage systems. He has been responsible for all aspects of the special systems design process for educational, corporate, commercial, health care, and industrial facilities. He has prepared preliminary designs and schematics, produced construction drawings and specifications, maintained fluency with multiple versions of computer aided design (CAD), conducted code review meetings with a multitude of Authorities-Having-Jurisdiction, coordinated with public utilities, directed members of the design team, worked closely with clients, met project schedules and budgets, conducted field investigations of existing facilities, and provided construction administration services.

Relevant Projects

ADC Telecommunications - Bloomington, MN	Field School - Minneapolis, MN
Allianz Life - Golden Valley, MN	Gillette Children's Hospital - St. Paul, MN
American Express 707 Bldg - Minneapolis, MN	Guthrie Theater - Minneapolis, MN
American Express Ops Center - Minneapolis, MN	H.B. Fuller - Vadnais Heights, MN
AT&T Telecommunications Facilities - Nationwide	HCMC Campus Fire Alarm Upgrade - Minneapolis, MN
The Blake School - Minneapolis, MN	Hennepin County Health Services - Minneapolis, MN
Boston Scientific - Maple Grove, MN	IDS Tower Fire Alarm Upgrade - Minneapolis, MN
Multiple projects	Mayo Credit Union - Rochester, MN
Burnsville Center Mall - Burnsville, MN	Metropolitan Airports Commission (MAC)
Century Plaza Building - Hennepin County	Minneapolis/St. Paul International Airport
Children's Theater Addition - Minneapolis, MN	Equipment Maintenance Building
City Center - Minneapolis, MN	Materials Storage Building
Renovation and Remodel	Naval Air Reserve Center
On Call Engineering	North Hennepin Community College - Brooklyn Park, MN
Crossroads Mall - St. Cloud, MN	Northwest Airlines Hangar B Building - Minneapolis, MN
Expansion and Remodeling	Onamia Hospital - Onamia, MN
Dain Rauscher - Minneapolis, MN	St. Cloud Technical College - St. Cloud, MN
Dorsey Whitney Offices - Minneapolis, MN	Wells Fargo Operations Center - Shoreview, MN
50 South Sixth Street Office Building - Minneapolis, MN	Data Center
EcoLab Campus - St. Paul, MN	

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Gary Richmond - Facilities Management Commissioning Specialist

Education

Dunwoody Industrial Institute - Refrigeration
Northwestern Electronics Institute - Digital Specialist
Building Owners and Managers Institute (BOMI) - SMA, FMA
University of Wisconsin, Madison - Direct Digital Controls, HVAC Commissioning

Licenses/Certifications

Chief C Minnesota Boilers License
EPA Refrigeration Universal Certification

Experience

Gary Richmond has over 22 years experience in facilities management. His experience includes direct supervision of engineering staff responsible for operating, maintaining, troubleshooting and repairing mechanical, electrical and environmental services for facilities in excess of one million square feet. In his role as supervisor, Gary has been instrumental in setting operating procedures and policy guidelines for these facilities as well as providing hands-on training of new personnel. Before joining Michaud Cooley Erickson 5 years ago, he served as the Owner's Representative in charge of installing, programming and commissioning all mechanical and electrical systems for Minnesota Life's new 650,000 square foot facility. Gary's training and experience include work in facilities with large central plants, those connected to district heating and cooling systems and those with large distributed systems. Gary is experienced in the areas of refrigeration, electronics, system maintenance, administration, facilities management, direct digital control and HVAC commissioning, and has been an instructor for the St. Paul BOMA SMA courses.

Relevant Experience

Allianz Life – Golden Valley, MN HVAC Commissioning Data Center Commissioning	Minnesota Life* - St. Paul, MN Senior Engineer Installation and Commissioning Monitoring of all M&E systems for new facility Operation, maintenance and repair of all mechanical, electrical and environmental services
Best Buy – Bloomington, MN Data Center Phase I and II Commissioning	United Health Group - Edina, MN Facility Recommissioning
Boston Scientific – Maple Grove PTX Room Commissioning Weaver Lake 3 Commissioning	United Health Group - Golden Valley, MN Facility Recommissioning
Deloitte & Touche – Minneapolis, MN Space Temperature Report	US Bank – Multiple Locations, Nationwide DD Study – Reno, NV DD Study – New Berlin, WI DD Study – Stillwater, MN DD Study – LaCrosse, WI
Dorsey & Whitney – Minneapolis, MN Data Center Commissioning	Wells Fargo Plaza – Minneapolis, MN BAS Retrofit Data Center Commissioning
Frauenshuh Companies* – St. Paul, MN Chief Engineer Operation, maintenance and repair of all mechanical, electrical and environmental services for 1,000,000 sf plus facilities	Wells Fargo – Shoreview, MN Data Center Commissioning
H.B. Fuller – Vadnais Heights, MN Lab A & B Recommissioning	
Metropolitan Airport Commission – Bloomington, MN Lindbergh Terminal Phase 5 Recommissioning Humphrey Terminal Commissioning EMC Chilled Water Study EMC Chiller Plant Commissioning EMC HVAC Troubleshooting F Concourse Recommissioning	

*project completed while employed elsewhere

MICHAUD COOLEY ERICKSON

ENGINEERING SOLUTIONS

Section 6

Section 5

Section 7

Gregory E. Lecker, LC - Principal Associate - Lighting Design Specialist

Education

Bachelor of Architectural Engineering - Pennsylvania State University, College of Engineering

Registration

Fundamentals of Engineering (EIT)

Lighting Certified

Experience

With over fifteen years of lighting design experience, Greg Lecker balances the technical demands of contemporary facilities with the passion for aesthetically pleasing environments. His experience in commercial, corporate, cultural, educational, medical and retail projects illustrates his cooperation with the design team to ensure that lighting systems meet the needs and expectations of owners and users.

Relevant Projects

- | | |
|--|--|
| Basilica of St. Mary - Minneapolis, MN
Lower Level Renovation Project
Two Art Lighting Projects | Minnesota Close Custody Correctional Facility
Rush City, MN |
| Burger Federal Building - St. Paul, MN
Courtrooms, Law Library, Public Spaces | Minnesota DOT Cafeteria - St. Paul, MN |
| Champs Sports - (Prototype - No Location Chosen)
Layouts and Study For Alternative Lighting
Schemes Comparing Costs, Lighting Levels and Watts
Per SF For Three Departments:
Apparel, Athletic Shoes, And Sport Equipment | North Nicollet Shuttle Terminal - Minneapolis, MN
Lighting Design Interior & Exterior For New Bus
Terminal |
| Christ the King Retreat Center - Buffalo, MN
Guest Rooms and Conference Center
Oblate Residence Addition
Lethert House Renovation | St. George Church - Long Lake, MN
Lighting Study |
| City Center - Minneapolis, MN
Renovation and Remodel | St. Paul Cathedral - St. Paul, MN
Lower Level Remodeling
Preservation Master Plan |
| Crystal City Hall and Jail - Crystal, MN
Remodeling and Expansion | St. Paul Travelers - St. Paul, MN
Art Lighting, Tenant Fitup, Video Studio |
| Good Samaritan Retreat Center - Sioux Falls, SD
Guestrooms, Public Spaces
Master Exterior Lighting Plan | Silicon Motor Speedway - Bloomington, MN |
| HHH Terminal - Minneapolis, MN | Star Tribune - Minneapolis, MN
Building Floodlighting |
| Mankato Civic Center - Mankato, MN
140,000 S.F. New and Remodeled
Multi-Use Complex
Includes A 5,000 - Seat Arena, Conference Rooms,
Banquet And Dining Facilities, Offices
Exterior, Public Spaces, 5,000 Seat Arena
Exhibit Halls, Conference Center | United Hospital - St. Paul, MN
Atrium/Public Spaces |
| Medtronic - Metro-Wide Twin Cities Locations, MN
Offices, Fitness Center, Cafeterias
Conference Rooms, Site Lighting | USSB National Broadcast Center - Oakdale, MN
Office, Control Room and Site Lighting for Broadcast
Facility |
| Minnesota Life - St. Paul, MN
Remodel Of Existing Building Public Spaces
New Building Public Spaces, Exterior Lighting | Wells Fargo - Minneapolis, MN Metropolitan Area
Art Lighting, Tenant Fitup, Branch Bank Lighting |
| | WMEP Downtown K-12 School - Minneapolis, MN |
| | Woodwinds Hospital - Woodbury, MN
New 70-Bed, 300,000 sf Hospital
With 2-story "Town Center" Atrium |
| | YWCA - East Lake Street - Minneapolis, MN
Recreational area
Swimming pool
Multipurpose room |

COST

Professional Fee Schedule for City of Minneapolis (CPED) - RFP for Target Center

Project Scope & Category	Staubach Company Project Manager	RSP Architects	RSP Reimbursables	Michaud Cooley Erickson Engineers	Michaud Cooley Erickson Reimbursables	LightSpaces Lighting	LightSpaces Reimbursables
1 Design - Build	2.25% to 3.5%	2.0% to 3.0%	Est. at 8.0% of fees (Note C)	0.7% to 1.2% (Note A)	Est. at 8.0% of fees (Note C)	Ms B	Est. at 8.0% of fees (Note C)
2 Design Assist	2.25% to 3.5%	3.0% to 4.5%	Est. at 8.0% of fees (Note C)	1.0% to 2.0% (Note A)	Est. at 8.0% of fees (Note C)	Ms B	Est. at 8.0% of fees (Note C)
3 Full Service	3.0% to 3.75%	4.5% to 5.75%	Est. at 8.0% of fees (Note C)	1.5% to 2.5% (Note A)	Est. at 8.0% of fees (Note C)	Ms B	Est. at 8.0% of fees (Note C)
4 Feasibility Studies, Reports, Evaluations, etc.	Hourly @ \$95.00 (Note D)	Hourly: See attached schedule	Included In Fees	Hourly: See attached schedule	Included In Fees	Hourly: See attached schedule	Included In Fees

Project Scope & Category Definitions

1 Design - Build

Design consultants hired by the general contractor. GC is brought on board early in the project and involved in contract documentation preparation and value engineering. Communication and delivery is through the general contractor. Level and detail of the Contract Documents are to be defined between the design team and the GC. Contractor(s) team prepares contract documents for permitting and construction.

2 Design Assist

Design consultants are hired by the owner or owner representative. Communication flows from Owner to consultant. Design criteria is established by design team at outset of project. Contract documents are brought to the design-development phase and handed off to the major MEP sub-contractors for preparation of final construction documentation and certification.

3 Full Service

Traditional design services that includes full involvement of the design team from the project initiation to completion. Consultants are hired by the owner or owner's representative and communication flows from owner to consultant. A complete set of contract documents is prepared. This set could be utilized for bidding and permitting. Design consultants provide construction administration services if requested.

4 Feasibility Studies, Reports, Evaluations, etc.

As defined, outlined and/or requested by the City of Minneapolis (CPED) related to Target Center

FOOTNOTES:

- A Fees are percent of total construction cost assuming the mechanical and electrical construction cost is 35% or less of the total construction cost. For projects where the mechanical and electrical construction exceeds 35% of the total construction costs the mechanical and electrical engineering services will be quoted on a project by project basis dependent on the actual scope.
- B Special lighting project fees by LightSpaces will be quoted on a project by project basis dependent on the actual scope.
- C Assuming production printing is by others.
- D Staubach Company fees include all typical reimbursable expenses, except out of town travel

RSP Architects, Ltd.
Rate Schedule
Effective May 1, 2006

<u>Staff Type</u>	<u>Rate</u>
Principal	200.00
Sr. Project Manager	145.00
Project Manager II	115.00
Project Manager I	100.00
Interior Project Manager	108.00
Sr Project Architect	121.50
Project Architect II	100.00
Project Architect I	82.00
Project Captain	86.00
Architect	65.00
Sr Project Designer	141.25
Project Designer	71.00
Director of Interior Design	130.00
Sr Project Interior Designer	117.75
Project Interior Designer	86.25
Interior Designer	60.00
Job Captain	80.00
Sr Technician	75.00
Technician	62.00
Specifier	112.00
Sr Applications Developer	135.00
Applications Developer	95.00
Accessibility Specialist	95.00
Architectural/Interior Support	45.00
Administrative Assistant	72.00
Project Manager Assistant	72.00

MICHAUD COOLEY ERICKSON
ENGINEERING SOLUTIONS

Personnel Classifications and Hourly Billing Rates
July 1, 2005 through June 30, 2006

Principal in Charge	\$ 175.00
Vice President	\$ 125.00 - 165.00
Project Manager	\$ 110.00 - 155.00
Project Specialist	\$ 110.00 - 135.00
Senior Engineer	\$ 100.00 - 120.00
Project Engineer	\$ 90.00 - 105.00
Staff Engineer	\$ 75.00 - 100.00
Engineer in Training	\$ 65.00 - 90.00
Senior Designer	\$ 95.00 - 125.00
Project Designer	\$ 90.00 - 110.00
Staff Designer	\$ 75.00 - 100.00
Designer in Training	\$ 60.00 - 75.00
Senior CADD Operator	\$ 75.00
CADD Operator	\$ 65.00
Word Processing	\$ 50.00

INSURANCES

The Staubach Company

Insurance, Coverage Types/Levels, Deductibles per Claim

Insurer Argonaut Insurance Company

Agent The Wright Group

Auto Insurer Liberty Mutual

Type of Insurance	Limits
General Liability-Commercial General Liability	Each Occurrence \$1,000,000
	Damage to Rented Premises \$1,000,000
	MED EXP \$10,000
	Personal & ADV Injury \$1,000,000
	General Aggregate \$2,000,000
	Emp. Ben. \$1,000,000
Automobile Liability	Combined Single Limit \$1,000,000 (Each Accident)
Excess/Umbrella Liability – Occur	Each Occurrence \$5,000,000 Aggregate
Workers Compensation and Employers Liability	X – WC Statutory Limits
	E.L. Each Accident \$100,000
	E.L. Disease-EA Employee \$100,000
	E.L. Disease-Policy Limit \$500,000

RSP Architects Ltd.
Insurance Coverage
January 2006

Continental Casualty Company	
Professional Liability	10.01.05-10.01.06
\$ 2,000,000. Each Claim	
\$ 3,000,000. Annual Aggregate	
Phoenix Insurance Company	
Commercial General Liability	01.01.06-01.01.07
\$ 2,000,000. General Aggregate	
\$ 2,000,000. Products/Completed Operations Aggregate	
\$ 1,000,000. Personal and Advertising Injury Limit	
\$ 1,000,000. Each Occurrence	
The Ohio Casualty Insurance Company	
Excess Liability	01.01.06-01.01.07
\$10,000,000. Each Occurrence	
\$10,000,000. Aggregate	
Travelers Indemnity Company	
Automobile Liability	01.01.06-01.01.07
\$ 1,000,000. Each Accident	
Travelers Casualty and Surety Company	
Workers' Compensation (statutory)	01.01.06-01.01.07
Employer's Liability	
\$ 1,000,000. Each Accident	
\$ 1,000,000. Disease (Policy Limit)	
\$ 1,000,000. Disease (Each Employee)	

ACORD CERTIFICATE OF LIABILITY INSURANCE

PRODUCER
 Northern Capital Commercial
 Northern Capital Ins Gp dba
 P.O. Box 9396
 Minneapolis MN 55440-9396
 Phone: 952-996-8818 Fax: 952-829-0482

OP ID KE
 MICHA56
 DATE (MM/DD/YYYY)
 03/28/06

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED
 Michaud, Cooley, Erickson
 1200 Metropolitan Centre
 333 South 7th Street
 Minneapolis MN 55402

INSURERS AFFORDING COVERAGE		NAIC #
INSURER A:	General Casualty	24414
INSURER B:	ACUITY	14184
INSURER C:		
INSURER D:		
INSURER E:		

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	CCS0425605	01/01/06	01/01/07	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS	CBA0425605	01/01/06	01/01/07	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
A	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				
A	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$	CCU0425605	01/01/06	01/01/07	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$ \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below OTHER	F90037-1	01/01/06	01/01/07	WC STATUTORY LIMITS OTH-ER E.L. EACH ACCIDENT \$ 1000000 E.L. DISEASE - EA EMPLOYEE \$ 1000000 E.L. DISEASE - POLICY LIMIT \$ 1000000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS
 Consulting Engineering Services.

CERTIFICATE HOLDER
 for information purposes only

CANCELLATION
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
 AUTHORIZED REPRESENTATIVE
 Thomas K. McDonald

GRANT-FUNDED SERVICES

This section is not applicable to any of the respondent firms.