

AYERS
SAINT
GROSS

STATEMENT OF QUALIFICATIONS

08.21.09

PROFESSIONAL CONSULTANT SERVICE
COLLEGE TOWN ACTION PLAN FOR WINTHROP UNIVERSITY
AND THE CITY OF ROCK HILL, SOUTH CAROLINA



ROCK HILL
SOUTH CAROLINA

WINTHROP
UNIVERSITY

Contact Information:

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20 August 2009

Frank Keel
Old Town Economic Development Manager
PO Box 11706
115 Johnston Street
Rock Hill, SC 29731

Re: Professional Consultant Service
College Town Action Plan for Winthrop University
and the City of Rock Hill, South Carolina

Dear Mr. Keel:

Ayers Saint Gross is pleased to submit our qualifications to provide professional consultant services for the College Town Action Plan in Rock Hill, South Carolina. Ayers Saint Gross is an internationally recognized planning and architectural design firm with unparalleled credentials in master planning of college towns, revitalization of neighborhoods, and urban design. The attached submission highlights our qualifications in college town planning, streetscape design, traffic calming, community engagement, economic development, planning and urban design projects for colleges and universities who have partnered with their cities.

We recognize that marketing and economic development are critical to the success and implementation of the design plan. Therefore we propose to approach design and economic issues simultaneously so the College Town Action Plan reflects current financial realities while focusing on a path towards economic growth. To assist us in this approach we have teamed with RCLCO. RCLCO has a renowned track record of coordinating funding strategies and financial opportunities with implementation goals for cities and universities.

The historic character of the City of Rock Hill offers a rich urban fabric to build upon. Our planning efforts will strive to preserve this character, while facilitating opportunities to generate future economic growth and enhance the quality of life for residents and students. We believe the College Town Action Plan provides the opportunity to physically link the University and downtown by creating a socially dynamic district that is safe, engaging and easily accessible to pedestrians.

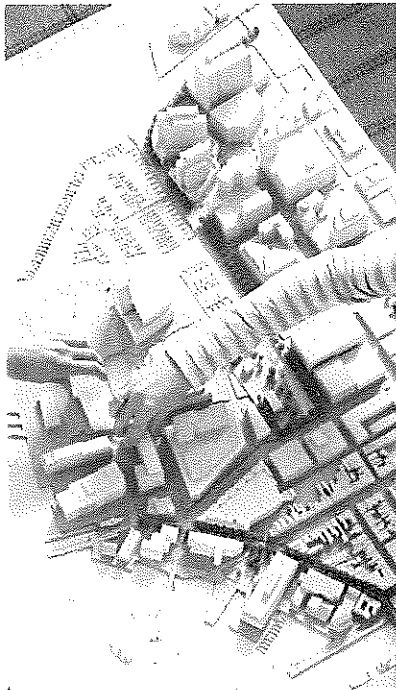
We look forward to the opportunity to be of service to you. If you have any questions, please do not hesitate to contact me.

Sincerely,

AYERS/SAINT/GROSS, INC.


Adam Gross, FAIA
Principal

EXPERIENCE OF THE FIRM



Ayers Saint Gross is internationally-recognized for design excellence in planning, architecture, landscape architecture and graphic design. Our specific mission is to support our clients through the design of environments that promote the creation and dissemination of knowledge. Over the last 15 years we have worked with more than 100 colleges and universities and the neighborhoods bordering their campuses. We have a proven track record developing elegant and effective design solutions for our clients.

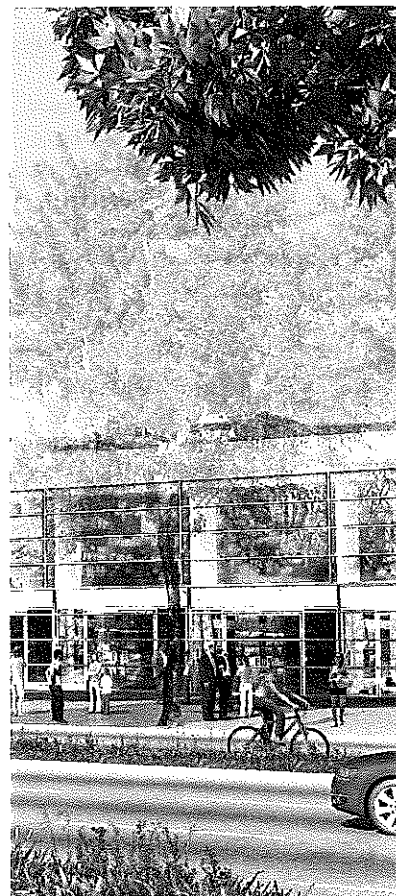
Over the last several years, Ayers Saint Gross has worked to develop a methodology for creating college town plans that are easily implemented. This methodology balances a design philosophy and project approach that effectively guides the community planning process. Our staff of architects, landscape architects, planners and graphic designers has varied expertise in town and campus planning, as well as the design of new and renovated buildings. This knowledge gained from experience reinforces our philosophy that every building must contribute to the overall composition.

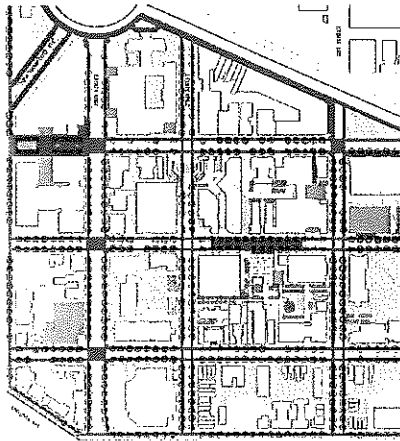
Ayers Saint Gross has assisted many communities in the development of strategic solutions for improving the current and future vitality of their neighborhoods. We work with community officials, developers, stakeholders and institutions to engage the public and facilitate open discussions to ensure any future vision truly encompasses what the community as a whole desires. We guide communities through this process via regular communication and dynamic meetings which allow the community to both listen and be heard. The result is a comprehensive plan that provides both a vision of what their community can be, as well as a framework for how to make that vision a reality.

The College Town Action Plan provides a special opportunity for the City of Rock Hill and Winthrop University to redefine their physical, cultural and social relationship. The Plan strives to preserve the city's rich historic character while also facilitating opportunities to generate future economic, environmental and social value for its current and future residents.

The interdependent relationship between the City of Rock Hill and Winthrop University is common in many college towns where we work. Understanding the specific needs, synergies, and conflicts of the two is critical to a successful project. The clarity with which these factors can be articulated directly translates to the quality of the final plan and the reality of its implementation.

It is important that the Action Plan have a multifaceted objective. It must embody the mission of the university, celebrate the history of the town and meet the aspirations of its residents. The College Town needs to be a walkable, vibrant and safe environment. This means creating spaces





that foster interaction, redesigning street intersections to be safer, and improving the streetscape to make it more inviting and attractive at the pedestrian level. Additionally the conceptual plan must provide a strong foundation for economic and cultural development.

The notion of reciprocity between a community's mission and its physical plan is at the foundation of our design philosophy, that is "the whole is greater than the sum of its parts." Supporting this is our belief that for physical planning to be truly successful, it must grow from sound principles, balancing the visionary with the realistic. To achieve this, there must be a collaborative approach that actively involves all interested members of the community. Our philosophy is grounded in urban principles that create vibrant pedestrian environments and incorporate sustainability and smart growth initiatives. Our approach recognizes the full-spectrum of what is required for a truly successful college town district and works to ensure the built environment can support the vibrancy and multi-dimensional activities upon which an exceptional community is built.

Ayers Saint Gross has completed planning projects for the following institutions and cities:

- | | | |
|---|---|---|
| Arcadia University | University of Kentucky | University of North Carolina at Charlotte |
| University of Arizona | Lafayette College | University of North Florida |
| Arizona State University | Coffee Creek Center, Indiana | University of Notre Dame |
| Baldwin-Wallace College | Lexington Downtown Redevelopment | Northern Arizona University |
| University of Baltimore | Loyola College of Maryland | Oglethorpe University |
| Carnegie Mellon University | City of Macon, Georgia | Old Dominion University |
| Case Western Reserve University | Maryland Institute College of Art | Randolph Macon College |
| City of Clinton and Mississippi College | University of Maryland, Baltimore | University of Rhode Island |
| Town of Clinton, Mississippi | University of Maryland, Baltimore County | University of Rochester |
| College of Charleston | University of Maryland, College Park | Rutgers, The State University of New Jersey |
| University of Chicago | Medical University of South Carolina | University of Scranton |
| Towns of Davidson, Huntersville & Cornelius, North Carolina | Millsaps College | Swarthmore University |
| DePauw University | Mississippi Renewal Forum, City of Long Beach | University of Texas at El Paso |
| Duke University | Montana State University | University of Texas at Arlington |
| Eckerd College | Moravian College | Texas State University, San Marcos |
| Emory University | Mount St. Mary's University | Towson University |
| Franklin and Marshall College | Mount Clare Junction | Vedanta University |
| Gettysburg College | Nazareth College | University of Virginia |
| George Mason University | University of New Hampshire | Wake Forest University |
| George Washington University | University of New Mexico, Rio Rancho | Washington College |
| University of Georgia | University of North Carolina at Chapel Hill | Washington University |
| Guangzhou University City | | Washington and Lee University |
| Harvard University, Allston Campus | | Wesleyan University |
| Howard Community College | | College of William & Mary, Jamestown Road |
| Hobart & William Smith Colleges | | University of Wisconsin - Madison |
| Johns Hopkins University | | |

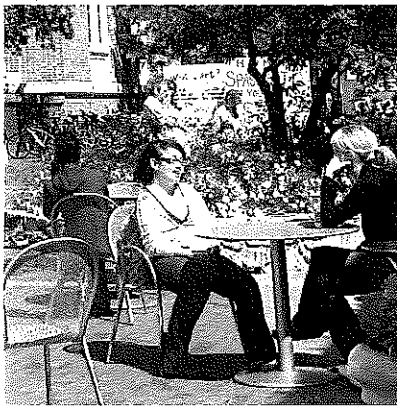


Project Team Experience with Similar Projects

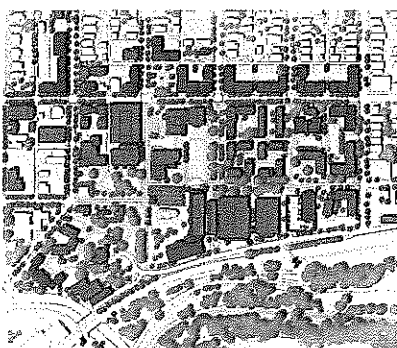
Our Principal-in-Charge, Adam Gross has a long history of planning college towns around the country. He was involved in the University of Notre Dame College Town Study, Case Western Reserve University North Residential Village Study, and Charles Village for The Johns Hopkins University. His leadership and experience will guide the Project Team to ensure the focus of the project is maintained and that the town's and university's goals are realized.



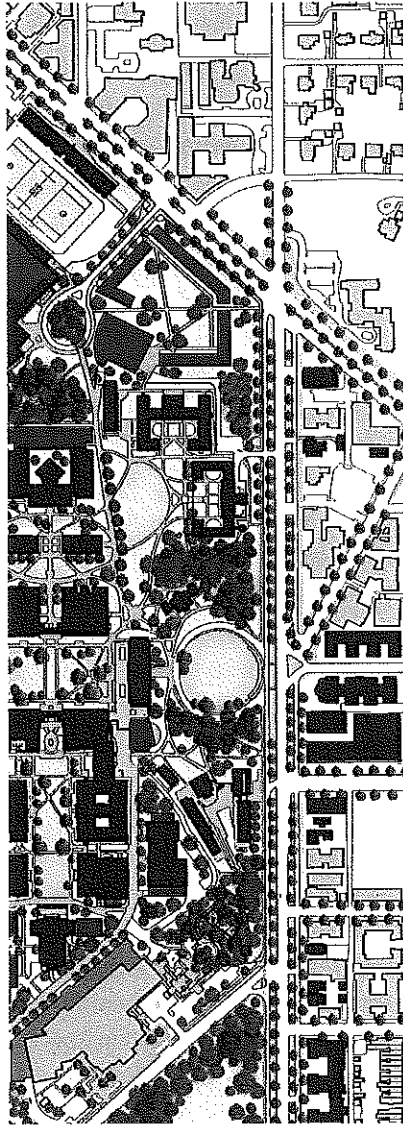
Our Project Manager, Kevin Petersen has recently completed an Update for the University of Kentucky College Town Feasibility Study which he has been involved with since 2002. After completing the College Town Feasibility Study, Ayers Saint Gross was commissioned by the Lexington Downtown Development Authority to provide a city vision, urban design infill, and redevelopment plan for 1,200 acres in downtown Lexington. As project manager Kevin worked closely with city agencies to develop a comprehensive plan and a series of implementable recommendations. The team also engaged the public in a variety of facilitated workshops to develop a full understanding of the residents' needs and desires, to later present alternatives and benefits, and ultimately gain public support.



Glenn Neighbors and Kevin King, our proposed planners for the project, each have over twenty five years of planning and design experience. Glenn recently finished the Update for the University of Kentucky College Town Feasibility Study with Kevin Petersen, and has also worked on college town plans for Carnegie Mellon University, Maryland Institute College of Art and the Charles Village at Johns Hopkins University. Kevin King has recently lead planning efforts at the University of North Carolina Charlotte, Emory University, Duke University and Rutgers University. He has had great success guiding workshops that engage members of the university and city communities in dialogue, fact finding, and decision making.



Ayers Saint Gross has a stellar track record with community engagement and on-site workshops which continue through the implementation of a project. The process includes walking the site with residents and stakeholders; understanding needs, desires, constraints and opportunities; visiting relevant precedents; preparing alternatives; revising schemes based on citizen feedback; and preparing final drawings and guidelines. Every project that Ayers Saint Gross undertakes starts with an 'input' session where the design team hears from stakeholders. We believe that the client and end-users are an important part of the design process. We look forward to gaining an even deeper understanding of the opportunities and constraints surrounding the City of Rock Hill and Winthrop University



as we fully ingratiate ourselves with the university, town, people, their way of life and aspirations.

Our consultant, RCLCO, is also familiar with the issues that need to be addressed in order to successfully create a College Town Action Plan of this scale. RCLCO has experience working as economic development consultants to small and medium-sized towns and cities in the Southeastern United States. In addition to municipalities, they also regularly provide this type of consulting to private sector clients – particularly larger institutional clients whose development activities have a wide-ranging impact on their host community. Examples of economic development related services provided to their clients include analyses of regional and local growth patterns, identification of target expansion industries, retail attraction and retention studies, retail and office tenanting strategies, and economic impacts of planned catalytic uses. These activities are typically part of a larger planning exercise that looks to identify goals, strategies, objectives, and specific tasks regarding the future economic development of an area.

We have assembled a team that is uniquely qualified, well-balanced and enthusiastic, with a profound passion for innovative design and planning. Our firm's experience offers a specialized and comprehensive approach to working with communities of all sizes. Our approach to addressing complex projects is founded on inclusive and interactive participation to build consensus among multiple parties.

We believe this project has the potential to be an economic catalyst for the community and effectively set the tone for the future of the area as it continues to develop and grow. The plan will serve as a framework to guide growth by providing a roadmap that will shape expectations, create lasting impressions and communicate the community's core values.

SIMILAR PROJECT EXPERIENCE



College Town Feasibility Study

UNIVERSITY OF KENTUCKY, LEXINGTON, KENTUCKY

Project Data

Completion: 2004
 Project Update Completed: 2009
 Size: 24 blocks

Relevancies to the College Town Action Plan:

- » Development of a college town district adjacent to the university
- » Public engagement through workshops
- » Constant collaboration with city, residents & university
- » Strategies for economic development
- » Mixed-use developments included commercial, residential and retail

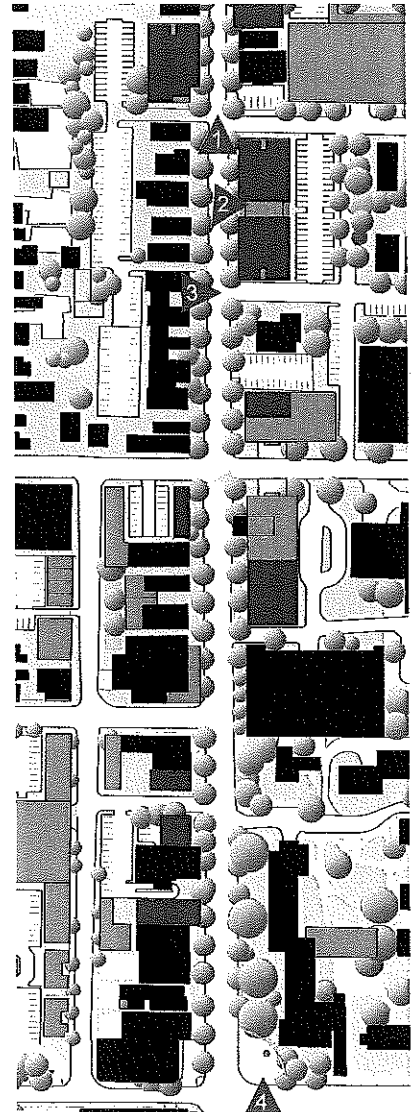
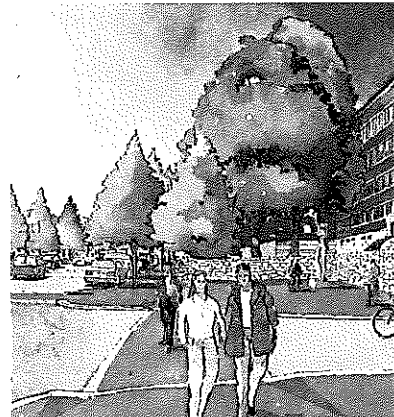
Ayers Saint Gross was retained by the University of Kentucky and the Lexington-Fayette Urban County Government to examine a 24-block area, between the edge of the campus and downtown, for revitalization into a college town district. The product of this ongoing project is a master plan, design guidelines and RFPs for developers to implement portions of the master plan.

The goals of the master plan were to create student and faculty housing close to campus; promote commercial, retail and cultural opportunities; reconcile an unfriendly pedestrian environment; and generate solutions for transit and parking issues. The scope of the project was divided into recommendations of a manageable size for the city and University to implement. These included streetscape strategies for the framework streets, critical corners to be controlled architecturally and an overlay zone to protect historic buildings and maintain a mix of uses.

Existing Conditions



Proposed Streetscapes



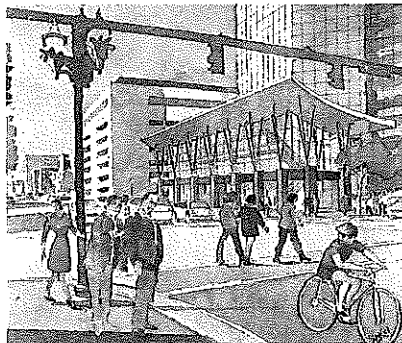
Existing Land Use Analysis



Project Data
 Completion: 2006
 Size: 1256 acres

Relevancies to the College Town Action Plan:

- » Development of vision for downtown district
- » Public engagement through workshops
- » Residence Life Planning
- » Strategies for economic development public/private partnership



Existing Condition

Lexington Downtown Redevelopment Master Plan

LEXINGTON, KENTUCKY

Ayers Saint Gross was commissioned by the Lexington Downtown Development Authority to provide urban design infill and redevelopment plans for just over 1,200 acres in downtown Lexington. The city is not autonomous, but part of the Lexington Fayette Urban County.

Our team studied vacant and under-utilized parcels to determine potential capacity of infill development for the downtown area. We coordinated the development capacity with commercial market predictions, demand studies for housing, and traffic forecast models. Our team also worked with the Downtown Development Authority, the Authority's legal council, and three representatives from the Planning Department manage the process of implementation.

To avoid the need to rezone each of the over 4000 parcels, we examined the current zoning in detail to determine possible modifications. We determined zones that occurred in the town center could be modified by minor adjustments to existing language controlling land use, lot coverage, and parking requirements. For zones that occurred in both downtown and suburban locations we collaborated to develop an incentivized opt-in overlay zone. Our teamed engaged the public in a variety of facilitated workshops to present alternatives and benefits and gain public support.

This successful initiative has brought an increase in mixed-use development projects to the downtown in the form of new condominium homes that have supporting retail and commercial services on the ground floor. As momentum builds there is interest by larger, national retailers. An example of this includes a major grocery store chain which is now seeking to develop a site in the neighborhood to serve the growing resident population.



Proposed Plan



Project Data
Completion: 2001

Relevancies to the College Town

Action Plan:

- » Development of vision for college town district adjacent to the University
- » Public engagement through workshops
- » Constant collaboration with city, residents & University
- » Strategies for economic development
- » Commercial and residential market analysis
- » Architectural design guidelines

New College Town Study & Housing Architectural Guidelines

UNIVERSITY OF NOTRE DAME, NOTRE DAME, INDIANA

Ayers Saint Gross produced an urban design study to examine the potential for creating a college town adjacent to campus to include retail, dining and other commercial space.

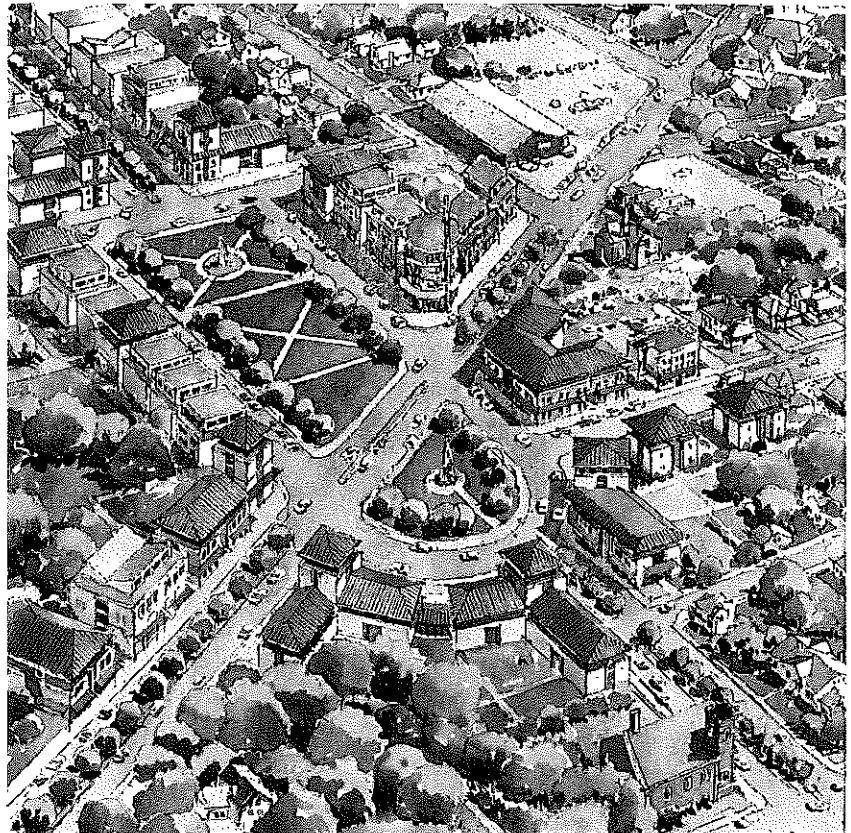
The college town design team produced conceptual layouts for a number of issues around the southern edge of the campus, including repair of that edge of main campus; connecting campus and community; creating a safe and walkable mixed use environment; and providing affordable housing options.

Ayers Saint Gross developed architectural guidelines for Notre Dame Avenue, intended to aid the design, development and residential character of new houses on the Avenue and to fulfill the original vision of a grand, processional approach to the University.

The guidelines predominantly deal with the architectural character of the residences and address the appearance of each house as seen from the primary street. The design team addressed placement of the house on its lot, determination of the size and massing of the house, followed by the selection of architectural elements, details and patterns that may be used, and the color selection and landscape choices.



Existing View of Five Points



Proposed View of Five Points

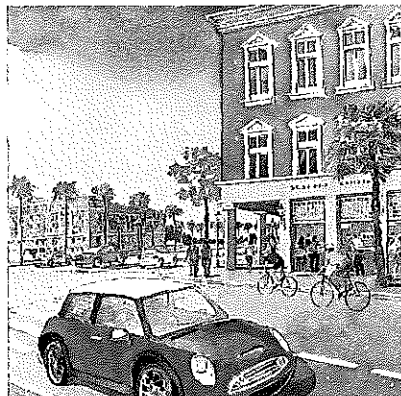


Project Data
 Completion: 2004
 Size: 66 acres

Relevancies to the College Town

Action Plan:

- » Development of vision for downtown area
- » Public engagement through workshops
- » Constant collaboration with city & residents
- » Strategies for economic development public/private partnership
- » Commercial, residential, & traffic analysis



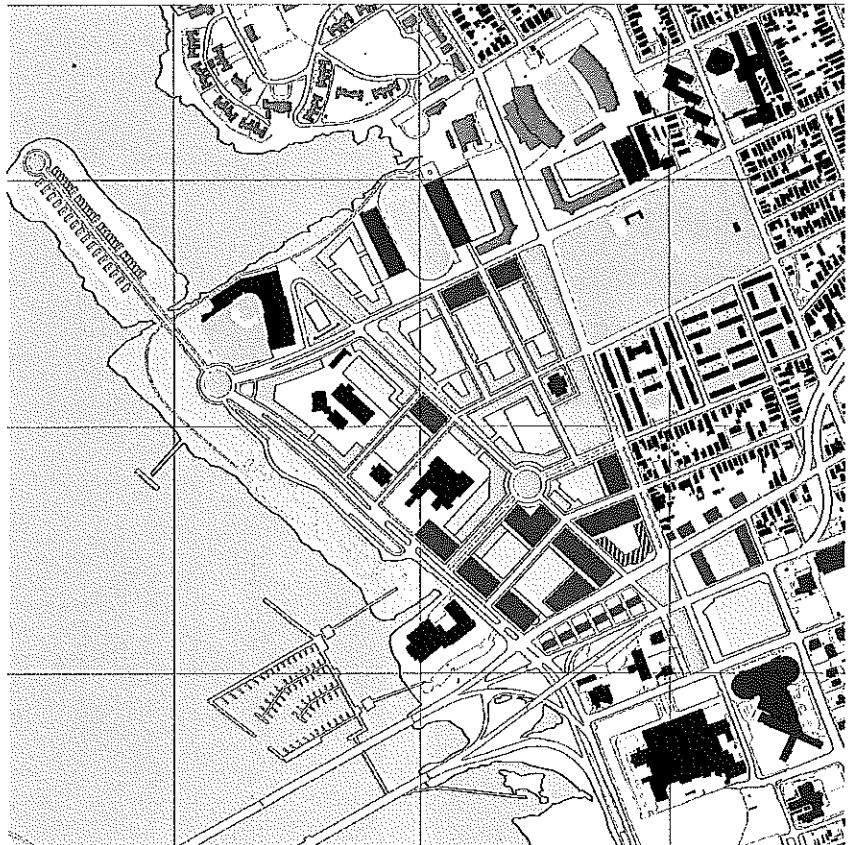
Charleston Horizons

NORTHWEST DEVELOPMENT, MEDICAL UNIVERSITY OF SOUTH CAROLINA, CHARLESTON, SOUTH CAROLINA

Charleston is one of America's urban jewels and the cultural capital of the South. In contrast, at the northwest edge of the peninsula lies an under-developed, under-utilized tract of land. The rich urban fabric seen in other parts of the city is absent from this parcel which is strategically located between the Medical University of South Carolina, the Citadel, and the Ashley River. Ayers Saint Gross was retained to study this 66-acre site.

This study delineated the potential for development of this parcel. The proposed scheme takes the existing thoroughfare network surrounding the site and extends the streets through the site to interconnect small blocks and re-integrate the property with its surroundings and the city. A proposed mix of uses ranges from retail shops at street level to five-story research office buildings, a variety of residential unit types, and sites for civic buildings. The site is within walking distance of several existing institutions, including the Medical University of South Carolina and will serve as the nucleus to this variety of activities. Urban neighborhood amenities, such as the city park, gym, baseball park and activities along the Ashley River, will add round-the-clock vibrancy to the area.

Cooperation from land owners, support from the city, partnership between local institutions, and a sensitive development plan will transform this land parcel into a thriving urban neighborhood.



Land use diagram of proposed plan.



Project Data
 Completion: 2006
 Size: 670 acres

**Relevancies to the College Town
 Action Plan:**

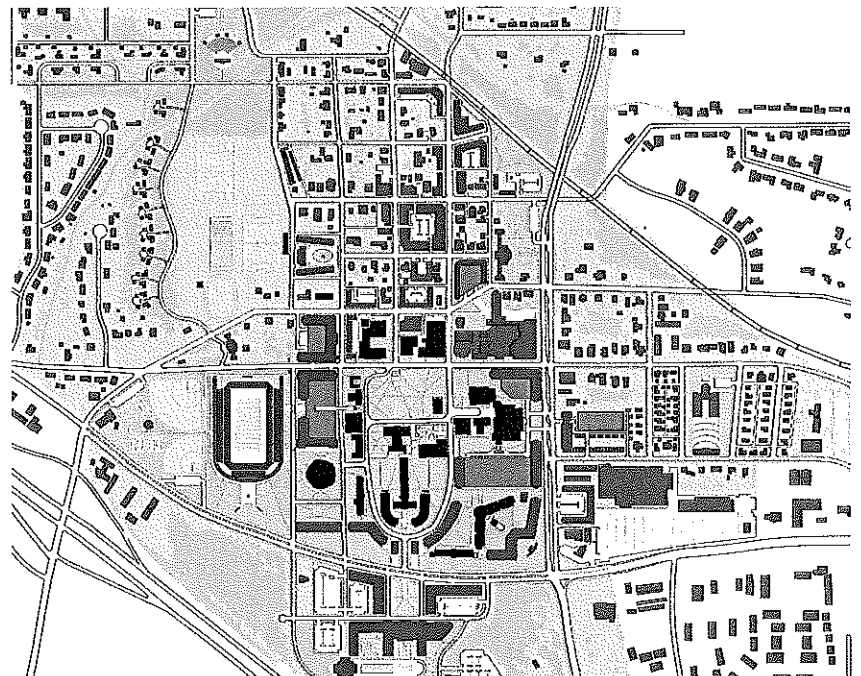
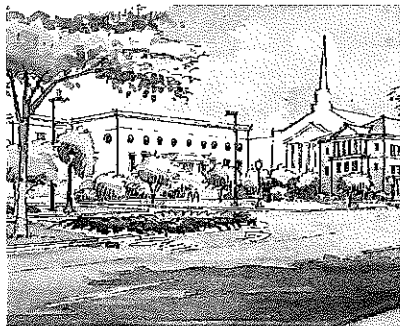
- » Development of vision for district adjacent to the University
- » Public engagement through workshops
- » College Town Development
- » Strategies for economic development public/private partnership

Olde Towne Clinton Master Plan

CITY OF CLINTON & MISSISSIPPI COLLEGE, MISSISSIPPI

Clinton, Mississippi, a historical, central town recognized as one of the state's most livable cities, is home to Mississippi College and over 4,000 students. With the college considering expanding its student body and Clinton residents desiring a city that provides more than a quiet bedroom community, college and city commissioned the help of Ayers Saint Gross to develop a master plan for the community. The study area centered around the adjacent relationship between Olde Towne Clinton and Mississippi College, and also extended north to include the Sarah Dickey Neighborhood and south to include property owned by the College. Ayers Saint Gross used a highly inclusive process throughout the study, including a public design charrette, which was organized to bring together Clinton residents, students, and other local stakeholders to discuss opportunities for improvement and development.

The fundamental recommendation that came as a result of the study process and input from the community was to renovate and revitalize the historic core of the town. This would be accomplished through the concept of connectivity, improving the network of streets and public paths between historic Olde Towne and the surrounding Clinton community. The master plan proposed a series of new streets and pedestrian networks that would connect adjacent neighborhood with the core. The ability for residents to walk, bike or drive to all historic core destinations is essential for its success. The plan also emphasized a sustainable approach to land stewardship, suggesting that large tracts of surface parking be relocated and consolidated to structured garages on the periphery of campus and the town. These sites would then be infilled with mixed-use buildings to generate more activity and encourage residents to 'park once' and walk to shop work, pray, play, and study. Opportunities for the development of residential units serving all segments of society were also proposed for the historic core. These units would be compatible with existing historic fabric of the town, and vary in size to accommodate various income groups. As a result of all these, a framework has been created to help the community improve its environment, prepare for growth, and create a more vibrant, liveable, walkable community atmosphere.



Proposed Campus



Project Data

2008 Master Plan

Size: 170 acres

2003 Master Plan

Size: 130 acres

Relevancies to the College Town

Action Plan:

- » Development of vision for district adjacent to the University
- » Public engagement through workshops
- » Entry and Arrival Experience
- » Residence Life Planning
- » College Town Development
- » Town Gown

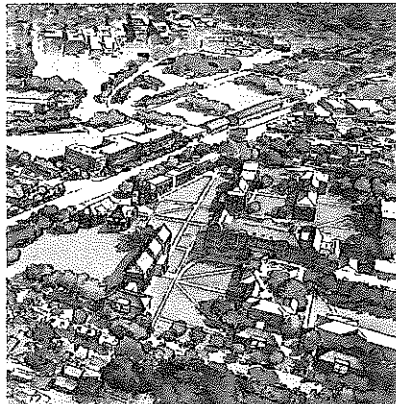
Campus Master Plan and Master Plan Update

FRANKLIN & MARSHALL COLLEGE LANCASTER, PENNSYLVANIA

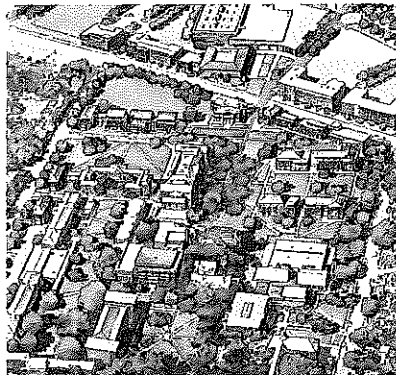
In 2003 Ayers Saint Gross completed its original Campus Master Plan for Franklin and Marshall College. Due to opportunities to incorporate more off site properties the team was retained again in 2007 to update the plan. The 2003 Campus Master Plan is based upon President John Fry's strategic plan for the College, which includes:

1. Enhance the quality and intensity of the liberal arts experience.
2. Strengthen the campus community.
3. Deepen and enrich the College's ties to Lancaster City.
4. Enhance the nation's recognition of and appreciation for the College's talents and contributions.
5. Grow the College's financial and physical resources so it can fulfill its mission and achieve its aspiration.
6. Challenge assumptions - Think Big

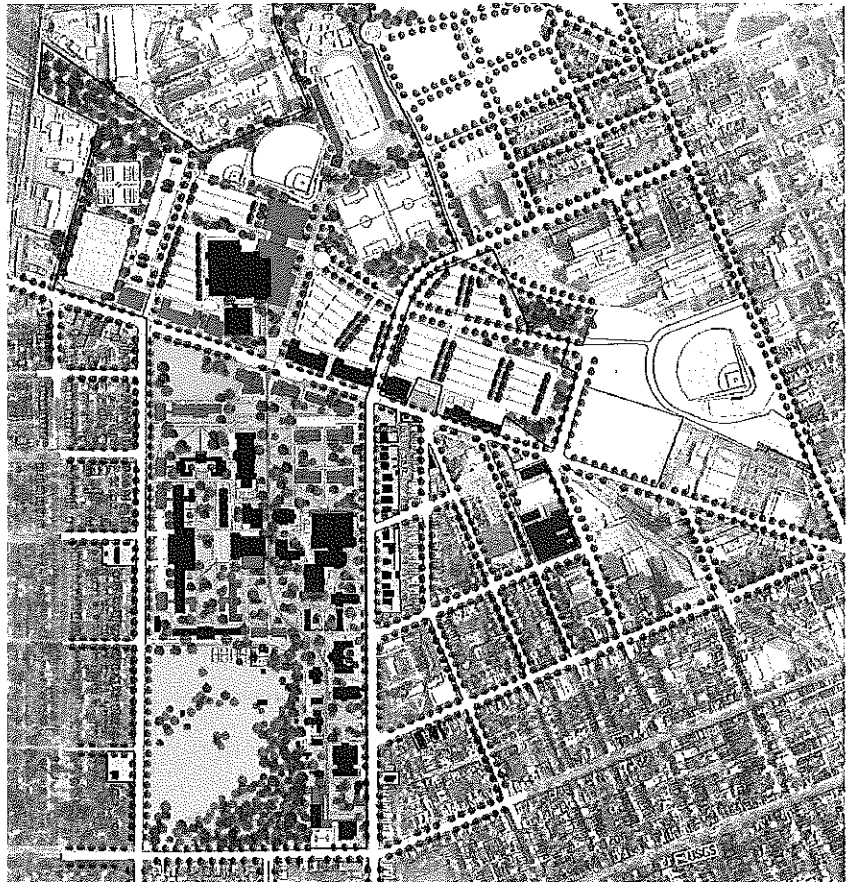
The 2008 update to the Master Plan included: the study of the entry and arrival sequence to the campus including the identification of a site for a new admissions and alumni building, the identification of a new gymnasium location, the development of a clear parking and service strategy across campus, the investigation of opportunities for theme housing, and the study of the potential conversion of Mayser into a student center. The Master Plan Update provided a framework for future development, including a strategy for implementation of the master plan.



Proposed View Looking East



Proposed View Looking North



Illustrative Master Plan - 2008



Project Data

Completion: 2002

Awards: 2005 CNU Charter Award

Relevancies to the College Town

Action Plan:

- » Physical infrastructure plan
- » Coordination with city, economic development department, and community
- » Mixed income and workforce housing
- » Development adjacent to Mercer University
- » Intensive community participation

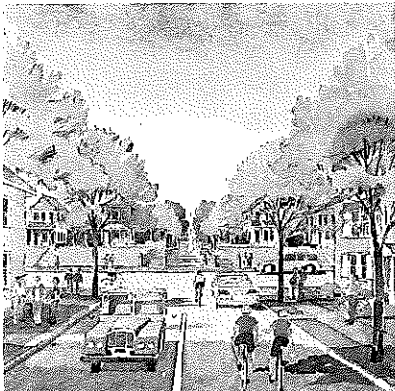
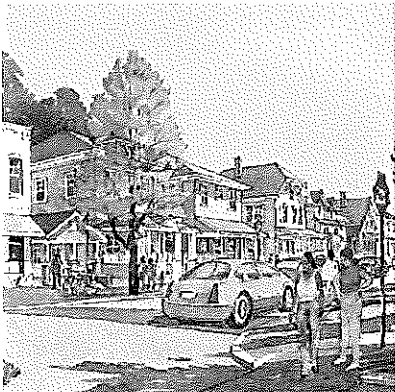
Beall's Hill Neighborhood Urban Design Guidelines

CITY OF MACON, GEORGIA

For the transformation of the Beall's Hill Neighborhood to occur, Macon must make several investments in the physical infrastructure. These include, but are not limited to, repairing existing sidewalks and curbs, installing sidewalks and curbs on blocks that do not have any, planting street trees, installing street lamps, and building retaining walls where grade changes occur adjacent to the public realm. Additionally, the city needs to provide utility services to vacant properties and prepare these lots for sale or development.

Ayers Saint Gross worked with the City of Macon and CORE Neighborhood Revitalization to develop urban and architectural design guidelines, and residential schematic designs. These designs contributed to the development of marketing and promotional materials to support development undertaken by the city's Economic and Development Department.

The resulting plan set the average Macon block at approximately 400-foot square. By resurrecting the mid-block lanes, a manageable block size of 200 feet will help increase pedestrian and vehicular connectivity within the neighborhood. The addition of on-street parallel parking and stop signs at major intersections will help lower traffic speed. The repair and addition of sidewalks, planting street trees and installing frequent street lights will create a pedestrian environment. Homes recently constructed in the neighborhood have their primary entrance facing a street, with windows on the street, like eyes, to watchfully make a safer public realm.





Project Data

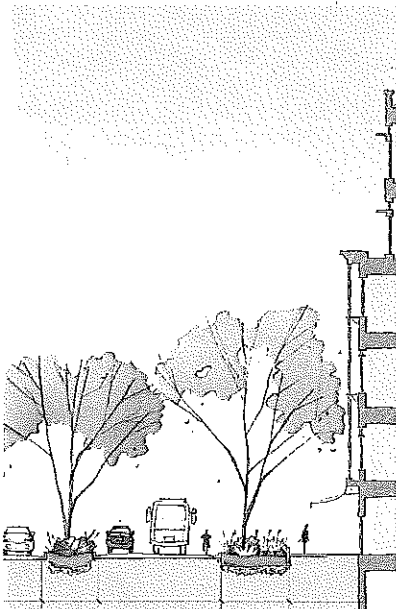
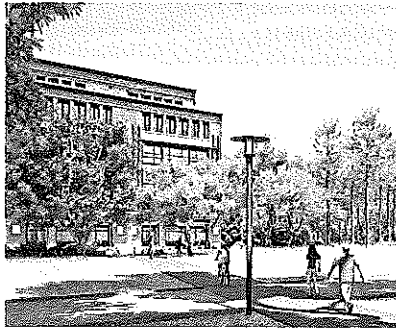
Completion: 2008

Size: 250 acres

Relevancies to the College Town

Action Plan:

- » Guiding new development on university owned property in an urban setting
- » Public engagement
- » Public-private partnerships
- » Pedestrian-oriented environment
- » Sustainable community
- » Brand enhancement



Carolina North Master Plan

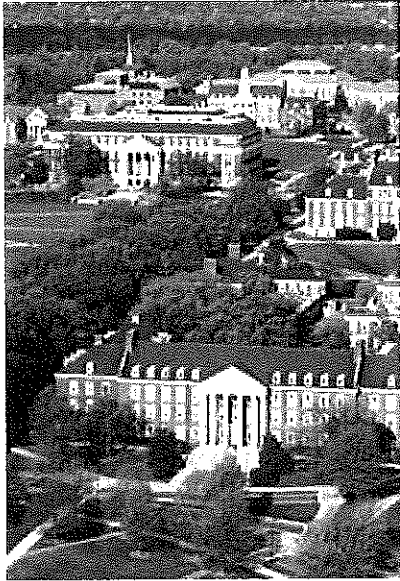
UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL, NORTH CAROLINA

The University of North Carolina at Chapel Hill is planning for the development of a new campus community on 980 acres, one-mile north of the main campus. The new campus, Carolina North, will embody the academic mission and ideals of the University while providing an environment that enables public-private partnerships, public engagement and flexible new spaces for research and education. The campus is being planned as a model of sustainability that will serve the University, the state, and local community. Ayers Saint Gross is preparing a Development Concept Plan for the site and a Phase I Site Plan to illustrate the first ten years of development.

The University intends for a mix of uses including University academic and research, public-private partnerships, graduate student/faculty/employee housing, service commercial, and recreation. It is anticipated that much of the site will be left as open space and that the already-disturbed land, currently used as a regional airport, will be utilized for a majority of the development. High-performance building and site development standards will guide the University as eight million gross square feet are developed in the next 50 years. The entire project will emphasize sustainable practices through high-performance buildings and infrastructure, alternative fuel use, energy generation, reduction in potable water usage, and by-product recycling. High-performance building strategies will focus on site selection and building orientation, massing, shading, and design for the climate.



RCLCO



East Campus Town Center

UNIVERSITY OF MARYLAND COLLEGE PARK
ARGO INVESTMENT COMPANY & FOULGER-PRATT COMPANIES

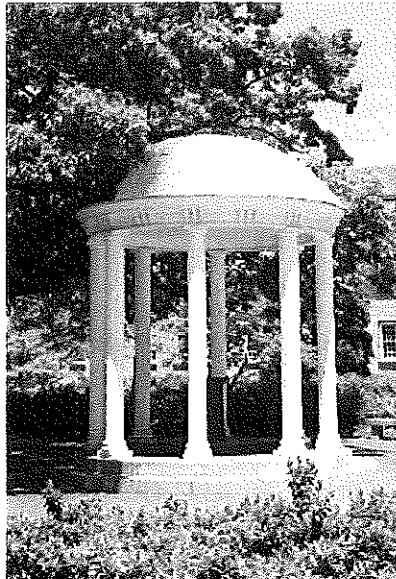
RCLCO completed an engagement in 2008 where we provided a fiscal and economic impact analysis, a residential market analysis, and prepared case studies for the East Campus Town Center project at the University of Maryland in College Park, MD. Argo Investment Company and Foulger-Pratt Companies were selected by the University of Maryland to develop a town center mixed-use project combining retail, residential, hotel, and office development on an approximately 38-acre site owned by the University, directly across Route 1 from the main gate of the campus. The site fronts Route 1, north of College Park's existing commercial area. The University is interested in creating a vibrant town center that will add to the vitality of the campus and its surrounding neighborhoods while enhancing the experience of its students, faculty, and staff, and appealing to residents of the broader market area. In addition to student housing, the project will have market-rate housing, at least in part, for faculty and staff, as well as a range of retail uses, hotel, and some office space that will provide a focal point along the Route 1 corridor.

RCLCO provided a fiscal impact analysis of the proposed development for the City of College Park and Prince George's County and provided information on revenues to the State of Maryland. The analysis detailed the tax revenues generated and costs of local services from each segment of the proposed development. In addition to the fiscal impact analysis, RCLCO analyzed other benefits to the city, county, and state, including the estimated number of new employees likely to be generated by the development, indirect and induced benefits to these jurisdictions, and the potential impact on property values within approximately one mile of the planned development. RCLCO produced case studies of mixed-use developments at peer universities to educate the client on best practices employed at similar universities nationwide.

RCLCO conducted a market analysis for the housing component of the project, particularly as it related to University students, faculty, and staff, and the general market in this area of Prince George's County. This was completed in the context of the housing market dynamics in greater College Park.

Since completing this engagement, the University of Maryland retained RCLCO as their real estate advisor on a long-term contract. A key part of this relationship will be providing the University with an understanding of their impact on the built environment around campus and on the economic development of College Park and Prince George's County. Two particular areas of focus will be the integration of the campus with the adjacent Route 1 corridor and the economic impact derived from the continued evolution of the University's M Square Science & Technology Park.

RCLCO



123 West Franklin

COUSINS PROPERTIES & UNC CHAPEL HILL FOUNDATION

RCLCO evaluated the market-based opportunity for a new mixed-use development adjacent to the UNC campus in 2009. The redevelopment will take place on well-located and highly visible site on West Franklin Street, the main street through downtown Chapel Hill. This redevelopment presents a unique and exciting opportunity that will enhance the vitality of Franklin Street and downtown Chapel Hill and help create a link between the UNC campus and downtown.

RCLCO began with a “blank slate” when considering this redevelopment opportunity and as such performed thorough analyses for a variety of potential land uses and product types. Recognizing that an urban format mixed-use development would be a new development typology for Chapel Hill, we conducted case studies of other similar university-oriented projects nationwide. As a complement to the national case studies, we conducted additional case studies of similar projects in the Raleigh-Durham-Chapel Hill metropolitan region. The best practices and lessons learned from these case studies became part of our recommendations regarding the development opportunity at 123 West Franklin in Chapel Hill. The end product for the client was a menu of potential product types with recommendations as to total market supportable footprint (total square feet or unit count), necessary parking allotment for each product, pricing and achievable rents, and phasing suggestions based on market timing. Commercial recommendations included an analysis of likely target tenants while the residential recommendations included a detailed survey of target market audiences. This was a key part of the analysis given that market potential emanates from a variety of market audiences in a college town environment.

East Hill Village

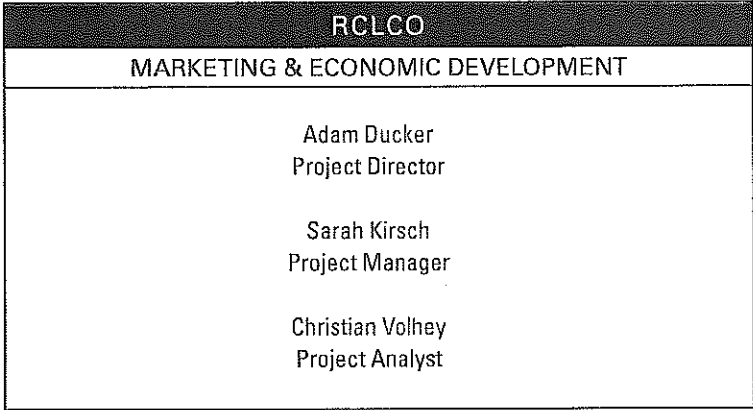
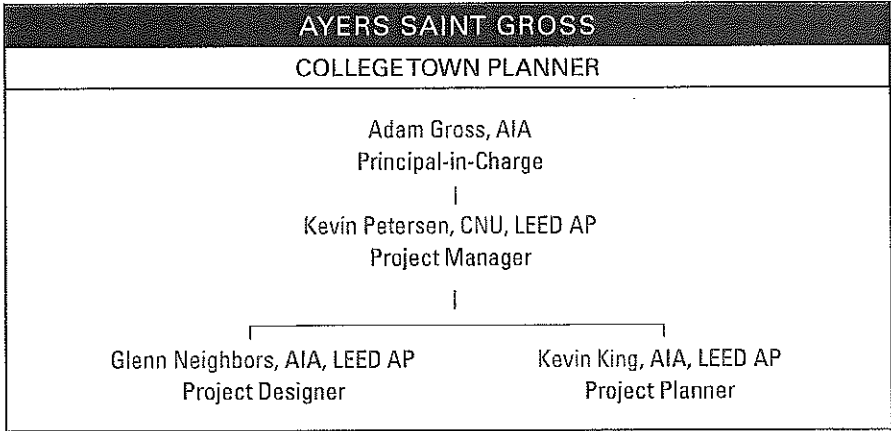
CORNELL UNIVERSITY



A strategic visioning and planning exercise completed by Cornell University in 2006 and 2007 identified the redevelopment of East Hill Plaza, an unsightly university-owned 1970s-era shopping center located at a symbolic entry to Ithaca and the Cornell campus, as a high priority. In the fall of 2008, the university engaged a full planning team to evaluate the potential for this asset to be redeveloped for non-academic facilities and initiated a process to position the property for redevelopment with a private sector partner. RCLCO plays an integral role on this team as a strategic advisor and market and financial analyst. The RCLCO project team assigned to this engagement has developed a collaborative and symbiotic working relationship with the staff of Cornell Real Estate. Our role as a trusted advisor is evidenced through the nearly daily communication with the client and our many trips to Ithaca for internal strategic meetings and larger presentations with university and community stakeholders.

After the first phase of work on the vision was refined, it was decided that East Hill Village would be positioned as one of the campus’s three future mixed-use nodes, building on existing infrastructure and enhanced transportation systems to become a walkable community of housing, university and non-university office users, services, and retail to support the local population base. The key target market audiences identified by the university, RCLCO, and the team are faculty and staff and graduate students. Recruitment and retention of both these groups represents a key strategic initiative for Cornell. Providing quality and affordable housing options within a sustainable development that respects the concerns of the surrounding Ithaca neighborhoods supports Cornell’s mission on multiple levels and RCLCO has helped them work toward this in a way that is likely to provide positive financial returns. RCLCO’s current role is to complete a detailed feasibility assessment of the proposed market-driven land uses and to develop a financial pro forma to “optimize” returns. The results of this work will be developed into a document suitable for presentation by Cornell to future private sector development partners. Assisting the University in identifying and securing that partner will be the next phase of RCLCO’s engagement.

PROJECT TEAM



TEAM ORGANIZATION & STRUCTURE



Adam Gross, FAIA

PRINCIPAL

Adam is a Principal with Ayers Saint Gross and has more than 30 years of experience in campus planning and architectural design of various building types. In addition, he has written and lectured extensively on urban design, collegiate architecture and master planning.

Project Role

Principal-in-Charge

Office Location

Baltimore, Maryland

Education

Bachelor of Architecture, Syracuse University, 1978

Design Studio, Harvard University, Graduate School of Design, 1976

Registrations

Registered Architect: AZ, DE, GA, MD, MA, NJ, NY, NC, PA, VA, WV, NCARB

Award Juries

Georgia State AIA Awards, 2002

Philadelphia AIA Awards, 1998

Harvard University Graduate School of Design
Carnegie Mellon University,
School of Architecture

Syracuse University, School of Architecture

University of Maryland, School of
Architecture

University of Virginia, School of Architecture

Guest Lectures/Speaking

Fay Jones Chair in Architecture, University of Arkansas, 2007

National SCUP Conference, 2006, 2005, 2002, 1999, 1997

Association of Collegiate Schools of Architecture, "Leadership Through Campus Design", Fall 2005

Lincoln Institute of Land Policy, "Universities and the Private Sector", Fall 2006, 2005

Congress for New Urbanism, 2003

Association of University Architects, 2002

University of Arizona, 2002

University of Notre Dame, School of Architecture, 2002

State of Georgia AIA Awards, 2002

Educational Facilities Forum, 2001

New England Regional Town Gown Conference, 1996

University of Virginia, 1996

Mid-Atlantic SCUP Conference, 1995

University of Maryland, School of Architecture, 1994

Syracuse University, School of Architecture, 1993

Affiliations/Public Service

Baltimore Chapter of AIA Past President

Maryland Institute College of Art, Center for Architecture President of Advisory Board

Relevant Planning Experience

University of Notre Dame - New College Town Study & Housing Architectural Guidelines; Master Plan

The Olmsted Housing & Retail Development - College Town for Johns Hopkins University

Medical University of South Carolina - Charleston Horizons, Northwest Development; Master Plan

University of North Carolina at Chapel Hill - Carolina North Master Plan, Master Plan

Baltimore Development Corporation - Pratt Street Design Concept Competition

University of Kentucky - Campus Master Plan

University of Arizona - Master Plan Update

Arizona State University - Master Plan

Baldwin Wallace College - Master Plan

Carnegie Mellon University - Master Plan

Case Western Reserve University - Master Plan Update

College of Charleston - Master Plan

University of Chicago - Master Plan

Eckerd College - Master Plan

Elmhurst College - Master Plan

Emory University - Master Plan

Franklin & Marshall College - Master Plan & Master Plan Update

George Washington University - Amenities Master Plan

University of Georgia - Physical Master Plan

Harvard University - Allston Development Master Plan

Hobart & William Smith Colleges - Master Plan

Johns Hopkins University - Homewood

Campus Plan

Lafayette College - Master Plan

Loyola College of Maryland - Master Plan

Maryland Institute College of Art - Master Plan

University of Maryland, Baltimore - Master Plan

University of Maryland, Baltimore County - Master Plan

University of Maryland, College Park - Master Plan

Millsaps College - Master Plan

Nazareth College - Master Plan

University of New Hampshire - Master Plan

Oglethorpe University - Master Plan

Old Dominion University - Facilities Master Plan

Randolph Macon College - Master Plan

University of Rochester - Master Plan

Rutgers The State University of New Jersey - Master Plan

University of Scranton - Master Plan

Simpson College - Master Plan

Towson University - Master Plan

University of Virginia - Master Plan

Washington College - Master Plan

University of Wisconsin, Madison - Master Plan



Kevin Petersen, CNU, LEED AP

ASSOCIATE

Kevin has significant experience in neighborhood planning and urban design through active participation and leadership in schematic design charrettes, urban plan development, schematic building design, and architectural design guidelines.

Project Role

Project Manager

Office Location

Washington DC

Education

Master of Architecture, Graduate School of Fine Arts, University of Pennsylvania, Philadelphia, PA

Semester Abroad, Architectural Association, London, England

Bachelor of Science, School of Architecture, University of Virginia, Charlottesville, VA

Registrations

LEED Accredited Professional

Affiliations

Congress for the New Urbanism

Relevant Planning Experience

College Town Feasibility Study

University of Kentucky / LFUCG, Lexington, KY

Beall's Hill Neighborhood Urban Design Guidelines

CORE Neighborhood Revitalization, Macon, GA

Charleston Horizons Northwest Development

Medical University of South Carolina, Charleston, SC

Lexington Downtown Redevelopment

Master Plan

Lexington Downtown Development Authority, Lexington, KY

Carolina North Master Plan

University of North Carolina at Chapel Hill, Chapel Hill, NC

Coffee Creek Center Design Code

Lake Erie Land Company, Chesterton, IN

College of William and Mary

Jamestown Road Residences, Williamsburg, VA

Campus Master Plan Site Criteria

George Mason University, Loudoun County, VA

Long Beach Mississippi Master Plan

Mississippi Renewal Forum, Long Beach, MS

Master Plan and Housing

Haymount, Caroline County, VA

Davidson Concord Road & NC 73 Area Plan

Towns of Davidson, Huntersville and Cornelius, NC

Mt. Sinai Master Plan

Case Western Reserve University, Cleveland, OH

Campus Master Plan

Texas State University-San Marcos, San Marcos, TX

Carnegie Mellon West

Carnegie Mellon University, Palo Alto, CA

Design Charrette and Workshop

Southeast Washington Waterfront and Federal Center Revitalization, Washington, DC

Hiranandani Upscale Township

Hyderabad, India

Master Plan, Programming, and Building Design

Akruti University, Panvel, India

Master Plan and Architectural Design Guidelines

Vedanta University, Orrisa, India

Del Pacifico at Esterillos

Residential Resort Community, Esterillos Este, Costa Rica

Del Pacifico at Esterillos

Residential Resort Housing Typologies, Esterillos Este, Costa Rica



Glenn Neighbors, AIA, LEED AP

ASSOCIATE PRINCIPAL

Glenn has over 20 years of experience in all phases of architecture, from programming and master planning through construction administration, with particular emphasis on design.

Project Role

Project Planner

Office Location

Baltimore, Maryland

Registrations

Registered Architect: Maryland
LEED Accredited Professional

Education

Bachelor of Architecture, University of Maryland, 1982

Affiliations

American Institute of Architects, Member
Queen Anne's County Arts Council, Member
National Trust for Historic Preservation, Member
Society for College and University Planning, Member

Awards

Bronx Zoo Master Plan
2004 Baltimore Chapter AIA Design Award
Emory University Campus Master Plan
2002 SCUP/AIA-CAE Excellence in Planning Merit Award
2002 Maryland AIA Honor Award
2002 Baltimore Chapter AIA Design Award Honorable Mention

Relevant Planning Experience

Campus Master Plan

Medical University of South Carolina, Charleston, SC

Carolina North Campus Master Plan

University of North Carolina, Chapel Hill, NC

Campus Master Plan

Maryland Institute, College of Art, Baltimore, MD

Campus Amenities Master Plan

The George Washington University, Washington, D.C.

Physical Master Plan

University of Georgia, Athens, GA

Comprehensive Campus Master Plan

University of Virginia, Charlottesville, VA

Campus Master Plan

Hobart & William Smith Colleges, Geneva, NY

Campus Master Plan

Washington & Lee University, Lexington, VA

Campus Master Plan Update

Washington College, Chestertown, MD

Master Plan

Washington College, Chestertown, MD

Campus Master Plan

Carnegie Mellon University, Pittsburgh, PA

Master Plan

Emory University, Atlanta, GA

Campus Master Plan

Oxford College of Emory University, Oxford, GA

Homewood Campus Master Plan

Johns Hopkins University, Baltimore, MD

Homewood Campus Master Plan Update

Johns Hopkins University, Baltimore, MD

Planning Study

The Johns Hopkins University & Baltimore Museum of Art, Baltimore, MD

East Campus Precinct Study

University of Georgia, Athens, GA

Campus Framework Development Plan

University of Chicago, IL

Facilities Master Plan Update

University of Maryland Baltimore, MD

Campus Master Plan

University of Maryland, Baltimore County, MD

Research Park Master Plan

University of Maryland, Baltimore, MD

Campus Facilities Master Plan

College of Charleston, SC

Campus Master Plan

Loyola College, Baltimore, MD

Campus Master Plan

Wesleyan University, Middletown, CT

Sustainable Precinct Master Plan

University of Rhode Island, Kingston, RI



Kevin King, AIA, LEED AP

ASSOCIATE PRINCIPAL

Kevin has more than 25 years of experience in architecture and planning with an emphasis on collegiate master planning. He has led planning efforts on campuses ranging from small private to large public institutions.

Project Role

Project Planner

Office Location

Baltimore, Maryland

Education

Bachelor of Architecture, University of Kansas, 1991

Bachelor of Environmental Design, University of Kansas, 1984

Bachelor of Science Arch. Engineering, University of Kansas, 1984

Harvard University, Campus Master Planning, 1992

Registrations

Registered Architect: Missouri, Kansas

NCARB Certified

LEED Accredited Professional

Affiliations

American Institute of Architects

Society of College & University Planners

Association of Higher Education Facilities Officers

Guest Lectures/Speaking

APPA: Campus Master Planning 101, 1998

CAPPA: Southeast Missouri State University Campus, The Impact of Planning Case Study, 2001

SCUP: New Paradigm for Residential Colleges

SCUP Mid Atlantic: Sustainable Campus Planning

AIA Committee on Education: Vedanta University

Honors/Awards/Service

Cornerstone Award for The Salvation Army

Children's Shelter & Emergency Lodge, 1993
Cornerstone Award for the Jesuit Residence, Rockhurst College, 1991

Merit Award for the Immigration and Naturalization Service Building, New Hampshire Chapter of the AIA, 1990

Vedanta University Master Plan

2008 Congress for the New Urbanism Charter Award

2007 AIA Baltimore Design Award

Arizona State University Comprehensive Development Plan

2006 National Wildlife Federation, Campus Ecology Recognition

Relevant Experience

Medical University of South Carolina - Campus Master Plan Update

College of Charleston - Campus Facilities Master Plan

University of North Carolina Charlotte - Campus Master Plan

Harvard University - Allston Campus Master Plan

Emory University - Campus Master Plan and Emory Healthcare

Emory University - Clifton & Midtown Redevelopment

Eckerd College - Campus Master Plan

Duke University - Central Campus Master Plan

University of Rochester - Campus Master Plan

University of New Hampshire - Campus Master Plan

Loyola College - Community Development Plan

Arcadia University - Campus Master Plan

New Jersey Institute of Technology - Comprehensive Master Plan

Towson University - Facilities Master Plan

George Mason University, Loudoun County - Campus Master Plan Site Criteria

Phoenix Bio-Medical Campus Master Plan

Elmhurst College - Campus Master Plan Update

Rutgers University, Livingston - Campus Master Plan

University of Texas - M. D. Anderson Cancer Center Mid-Campus

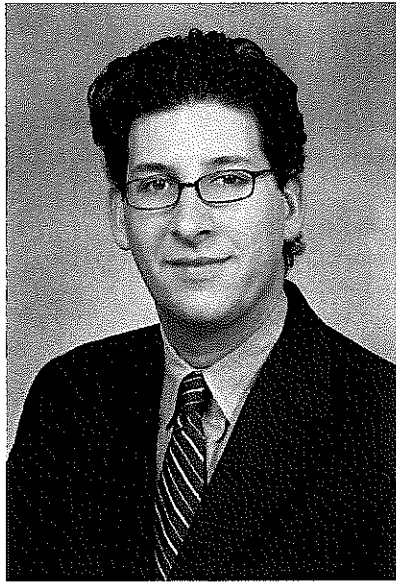
Gettysburg College - Master Plan

Randolph Macon College - Campus Master Plan

Rutgers University, New Brunswick - Newark Campus Master Plan

Oglethorpe University - College Town Master Plan

Arizona State University - Campus Master Plan



RCLCO

Adam Ducker

MANAGING DIRECTOR

Project Role

Real Estate & Economic Analysis
Project Director

Office Location

Washington DC

Education

Bachelor's and Master's in Urban Studies,
Columbia University

Adam joined RCLCO in the mid-1990s as an associate directly after graduate school and learned the trade with the firm. During the early 2000s, he was a principal with a boutique West Coast real estate consulting firm, directing their Northern California office. He is a recognized expert in market and financial analysis; positioning, repositioning, and marketing of real estate assets; consumer research; and corporate strategy development.

Adam has led teams evaluating complex development efforts across the United State and on nearly every continent. He has particular depth of expertise in forecasting housing and retail/commercial and hospitality demand in revitalizing cities and development corridors, in understanding the unique set of circumstances that create vibrant mixed-use environments, and in the financing mechanisms and public/private partnerships that are relied upon to achieve them.

He also has a unique expertise in helping colleges, Universities, and other institutions understand the economics of real estate development, and in putting in place the conditions to achieve vibrant off-campus live-work-play environments. Specific experience includes work with Universities on off-campus mixed-use town centers including Cornell University, several Cal State campuses, Union College, the University of Minnesota, University of Nebraska, Ohio State University, and others.

Adam is a frequent speaker on topics ranging from place making to urban redevelopment to retail trends to in-town housing. His writing has been widely published and quoted in publications such as The New York Times, The Wall Street Journal, Urban Land, California Real Estate Journal, Multifamily Executive, Resort and Recreation, and National Hotel Executive. He is also an active member of the Urban Land Institute (ULI) and a member of the Mixed-Use Development Council.

Relevant Projects

University of Minnesota

Project Director for a detailed planning effort for a new mixed-use community on a former agriculture research site near the Twin Cities, this effort involved significant interface with the University Foundation, the endowment advisors, and the Board of Regents

Cornell University

Project Director for a market analysis and financial modeling engagement sponsored by Cornell Real Estate and including a large-scale off-campus university village. This effort included liaising with senior administrators and facility planning personnel in the University

Union College

Project Director for a strategic analysis of the opportunity to create a mixed-use development node between the College and Schenectady's downtown. This effort involved significant coordination between college administration and city officials.

Greenbelt Station

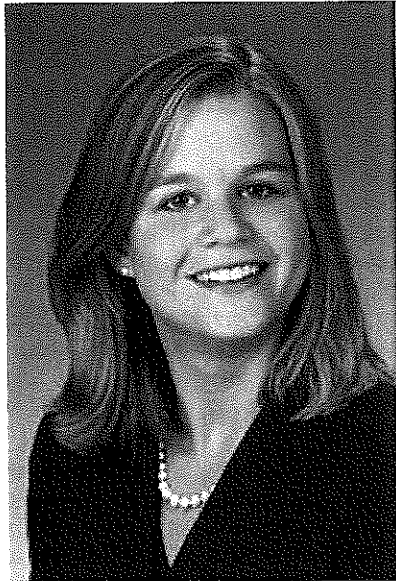
Detailed market and financial analysis in support of the planned re-development of the Greenbelt Metro Station parking lots as an integrates? *UNCLEAR* live-work-play environment with a regional scale retail component.

New Carrollton Metro Station

Product programming recommendations for a large-scale, mixed-use development along the west side of the New Carrollton intermodal transit facility. This exercise included fiscal impact analysis and working with county officials on potential subsidy provisions

Muirkirk Marc Station Development

Feasibility analysis regarding the redevelopment of surface parking lots in Beltsville as a medium density residential village with a town center.



Sarah Kirsch

SENIOR PRINCIPAL

Project Role

Real Estate & Economic Analysis
Project Manager

Education

Bachelor of Arts in Public Policy,
Duke University

Office Location

Atlanta, Georgia



Sarah joined RCLCO just over 10 years ago as an associate and has developed her career with the firm. She has had the pleasure of working on a range of private and public-sector engagements throughout the southeast. Highlights have included working on the feasibility of development in four of Atlanta’s tax allocation districts, including the initial feasibility of the proposed Beltline; community revitalization plans for downtowns and strip corridors; and pre-development feasibility of multiple second home and resort locations. She has led teams in assessing the market opportunity for mixed-use development in downtowns and college towns throughout the southeast. Examples of such work have included assessing mixed-use development opportunities in Athens, Georgia (University of Georgia); Birmingham, Alabama (UAB); Kennesaw, Georgia (Kennesaw State University); Macon, Georgia (Mercer University); and downtown Lexington, Kentucky (University of Kentucky), among others.

Sarah currently serves as President of the RCLCO Foundation, which is focused on advancing the availability of affordable housing. She is a frequent speaker on trends impacting real estate development, particularly the green residential market and Generation Y. She has written and been quoted in Urban Land Magazine as well as local Atlanta publications.

She is currently a member of the ULI, services on the Atlanta District Council Executive Committee, and co-chairs the Technical Advisory Panels committee for the Atlanta District Council.

Relevant Projects

University of North Carolina - Chapel Hill

Acted as Project Director for market analysis of a new mixed-use development on West Franklin Street adjacent to the UNC Chapel Hill campus in downtown Chapel Hill. Provided client with a set of development recommendations based on product type and market timing. Included lessons learned from case studies of successful university-oriented mixed-use developments nationwide.

UniDev – Jackson State University

Project Director for a new mixed-use community incorporating retail, office, and mixed-income residential adjacent to Jackson State University. The new community would

serve students, faculty, and staff of JSU as well as the broader workforce in downtown Jackson.

Atlanta Development Authority

Project director for market analyses for new mixed-use developments within the Westside, Eastside, Perry-Bolton, and Beltline Tax Allocation Districts. Engagements included determining emerging trends, assessing student support for new housing and retail, analyzing university-related technology facilities, and overall supply/ demand dynamic in the region and at the submarket level by land use and application to specific proposals.

Perimeter Community Improvement District

Assessed market opportunity for new infill and mixed-use development throughout the PCID. Analytics were to determine market depth under multiple scenarios as well as impacts to the tax digest.

Livable Centers Initiatives

Project Director for multiple LCIs conducted through the Atlanta Regional Commission. Assessed market opportunities for new, mixed-use development in existing cores and corridors. Examples of such studies include Brookhaven MARTA station TOD; Town Center mall area with Kennesaw State University; Cumberland Mall area; and Sandy Springs.

Christian Volney

SENIOR ASSOCIATE

Project Role

Project Analyst

Office Location

Washington DC

Education

Bachelor of Urban Studies and Economic Geography, Boston University

Master of City and Regional Planning, Specialization in Land Development, Georgia Institute of Technology

Graduate Certificate in Real Estate, Georgia State University



Christian joined RCLCO in 2006 as an associate directly after graduate school. Since beginning with the company, he has participated in and managed over 75 consulting engagements for a variety of land uses in markets throughout the country, particularly in the Mid-Atlantic, Southeast, and Texas. These engagements represent a broad spectrum of consulting work including highest and best-use analyses, neighborhood planning studies, evaluations of economic development initiatives, market opportunity analyses, consumer research, financial analyses, and various other analytical tasks. Christian has worked directly with a variety of clients in both the public and private sectors.

Prior to joining RCLCO, Christian was a planning and economic development intern at Central Atlanta Progress (CAP), a private non-profit community development organization whose purpose is to preserve and strengthen the economic vitality of Downtown Atlanta, Georgia. While at CAP, Christian was responsible for initiating and implementing retail attraction and retention strategies for Downtown Atlanta that remain in place today. Additionally, Christian was involved with the expansion and administration of the Atlanta Downtown Improvement District, a public-private partnership that strives to create a livable environment in Downtown Atlanta. ADID is funded through a Business Improvement District mechanism.

Christian is an active member of the Urban Land Institute's Young Leaders Group and the International Council of Shopping Center's Next Generation.

Relevant Projects

Cornell University

Redevelopment of strip shopping center to create a vibrant mixed-use town center that will link the main campus of Cornell and the east side of Ithaca. The assignment included a detailed market study for multiple land uses, a financial feasibility analysis, fiscal impact study, and strategic development consulting to the University.

detailed menu of market potential by product type. Conducted case studies of successful university-oriented mixed-use projects nationwide.

Central Atlanta Progress

Worked with non-profit economic development and planning group in downtown Atlanta to evaluate the market potential for the attraction of new commercial (office and retail) tenants. Offered recommendations on specific target tenants and performed an economic analysis identifying target growth industries best suited to downtown Atlanta.

Hampden-Sydney College

Project Manager for a market analysis and valuation of University-owned property surrounding a new daily fee golf course. The project included significant interaction with local economic development authorities.

University of North Carolina - Charlotte

Hired by a planning firm engaged by UNCC to execute a campus master plan. RCLCO was charged with evaluating the near and long-term development potential of the areas immediately surrounding the campus, particularly in light of a proposed light rail line that is slated to pass directly through the campus and surrounding areas.

REFERENCES



- 1. *University of Kentucky College Town Feasibility Study***
Warren E. Denny
University Architect
225 Peterson Service Building
Lexington, KY 40506-0005
859.257.5688
- 2. *University of Notre Dame New College Town Study & Housing Architectural Guidelines***
Douglas K. Marsh
University Architect
200 Facilities Building
Notre Dame, IN 46556
219.631.4200
- 3. *Medical University of South Carolina Charleston Horizons Northwest Development***
Dr. Raymond Greenberg
President
171 Ashley Avenue
Charleston, SC 29425-0002
843.792.2211
- 4. *University of North Carolina at Chapel Hill, Carolina North Master Plan***
Anna Wu
Director of Facilities Planning
Giles F. Horney Building, CB #1090
Chapel Hill, NC 27599-1090
919.962.9104
- 1. *East Campus Town Center at the University of Maryland***
Argo Investment Company & Fougler-Pratt Companies
Richard Perlmutter
Principal, Argo Investment Company
9600 Blackwell Road, Suite 200
Rockville, MD 20850
240.499.9688
- 2. *123 West Franklin at UNC Chapel Hill Cousins Properties & University of North Carolina at Chapel Hill Foundation***
John Goff
Senior Vice President, Development
Cousins Properties, Inc.
191 Peachtree Street NE, Suite 3600
Atlanta, GA 30303
404.407.1290
- 3. *East Hill Village, Cornell University***
Stephan E. Lauzier
Director, Cornell University Real Estate
15 Thornwood Drive
Ithaca, NY 14850
607.266.7866

LEGAL, SAFETY, INSURANCE & FINANCIAL

Litigation

Ayers Saint Gross has not been involved in any litigation associated with project performance or professional liability during the past ten years.

Firm's General Financial Standing

Report Printed: 07/22/2009

Live Report : AYERS/SAINT/GROSS, INCORPORATED

D-U-N-S® Number: 06-940-1206
 Endorsement: sufan@asg-architects.com

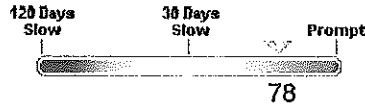
D&B Address	1040 Hull St Ste 100
Address	Baltimore, MD - 21230
Location Type	Headquarters
Phone	410-347-8500
Fax	410-347-8519
Web	

Trade Names	No trade names for this company.
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Company Summary

Trade Payments - Timeliness of Historical Payments

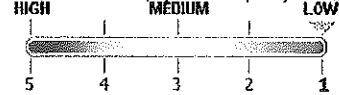
When weighted by dollar amount, Payments to suppliers average 3 days beyond terms



This assessment is based on D&B's 12-month PAYDEX® Score.

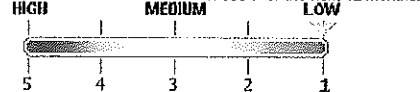
Predictive Indicators - Risk of Payment Delinquency

Low risk of severe payment delinquency over next 12 months.



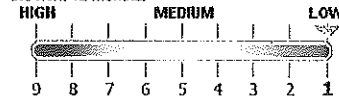
Predictive Indicators - Risk of Financial Stress

Low risk of severe financial stress over the next 12 months.



Predictive Indicators - Supplier Evaluation Risk

Low risk of supplier experiencing severe financial stress over the next 12 months.



History & Operations

This is a headquarters location

Branch(es) or Division(s) exist	Y
Chief Executive	JAMES A WHEELER, PRES
Year Started	1909
Management Control	1946
Employees	150 (100 Here)
Financing	SECURED
SIC	8712
Line of business	Architectural services
NAICS	541310
History Status	CLEAR
Financial Condition	STRONG

Public Filings

The following data includes both open and closed filings found in D&B's database on this company.

D&B Rating: 3A2

Financial Strength: 3A indicates \$1,000,000 to \$9,999,999
 Commercial Credit Appraisal: 2 is good

This assessment is based on D&B's D&B Rating.

Financials Overview

Financial Statement Date	12/31/2008
Total Current Assets	\$8,696,202.00
Total Current Liabilities	\$6,685,084.00
Total Assets	\$10,014,478.00
Total Liabilities + Equity	\$10,014,478.00
Current Ratio	1.4
Quick Ratio	1.3
Total Liabilities to Net Worth Ratio	224.1
Sales to Net Working Capital Ratio	11.2
Net Worth	\$3,145,333.00
Annual Sales	\$28,069,211.00

Current Insurance Coverage

ACORD CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 3/19/2009
PRODUCER (410)821-7766 FAX: (410)828-0242 PSA Insurance & Financial Services 11311 McCormick Road Hunt Valley MD 21031		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 Ayers Saint Gross Architects Inc 1040 Hull St. Ste 100 Baltimore MD 21230		INSURERS AFFORDING COVERAGE INSURER A: Hartford Casualty 29424 INSURER B: Hartford Underwrites Ins. 30104 INSURER C: St Paul Fire & Marine Ins 24767 INSURER D: Hartford 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	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	<input type="checkbox"/> GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR	30SBARC2711	3/1/2009	3/1/2010	EACH OCCURRENCE \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC				DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 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
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input 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	30UECUP3361	3/1/2009	3/1/2010	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	<input checked="" type="checkbox"/> EXCESS/UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE	QK03800396	3/1/2009	3/1/2010	AUTO ONLY - EA ACCIDENT \$
	<input checked="" type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 10,000				OTHER THAN EA ACC \$ AUTO ONLY: AGG \$ EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000
D	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	30WECIV6543	3/1/2009	3/1/2010	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	OTHER				E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

CERTIFICATE HOLDER Evidence of Insurance	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 Mary Raubaugh/KSO <i>Mary A. Raubaugh</i>
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