Response to Request for Proposals

Real Estate Brokerage Services for Former School at 5 Canton Road

Prepared for the Town of Granby, Connecticut

Due:
4:00 pm, Tuesday
September 1, 2020

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September 1, 2020

Ms. Abigail Kenyon  
Director of Community Development  
Town of Granby  
15 North Granby Rd  
Granby CT 06035

Re: Real Estate Services RFP

Dear Ms. Kenyon,

We recognize the challenges facing smaller communities and focus on creating actionable plans to adaptively reuse functionally obsolete properties. Preserving and building upon history requires a consultant who is aware of the local and regional sensibilities of the stakeholders and who will approach the assignment with the necessary awareness and integrity to support the Town’s mission of promoting economic development.

Our primary role will be to assist the Town of Granby in the development, management and implementation of a Strategic Marketing Campaign for the former Frank M. Kearns primary school property located at 5 Canton Road. In this effort, we will work to maximize prospect interest and restore value within the desired timeframe. To generate maximum buyer interest, the hallmark of any successful marketing campaign is the proper determination and promotion of the property’s highest and best market position. Once the optimum market position is fully understood, an investment “story” which highlights buyer opportunities and anticipates and overcomes buyer objections can be developed and implemented.

Goman+York Property Advisors excels at complex assignments such as the sale and adaptive re-use of 5 Canton Road. We add significantly greater value than the conventional brokerage approach, which is often limited to putting up a sign and listing the property on a variety of commercial property websites. In that approach, prospective buyers are typically left to determine feasible business models on their own. Unless the opportunity is extraordinarily attractive, the traditional approach typically results in few interested buyers.

The primary benefit of our approach is that an evaluated and supported investment “story” will always attract greater buyer interest. Goman+York begins by completing an in-depth market analysis prior to taking the property to market, providing valuable insights and understandings of the opportunity. Following our market analysis, we generate one or more redevelopment alternatives, including conceptual design and financial feasibility analysis, providing interested buyers with several viable investment approaches. This work increases buyer interest and thereby the likelihood of a successful effort.

continues...
Transmittal Letter

Goman+York was founded with the goal of bringing together full-service commercial real estate consulting with transactional brokerage insight and expertise. This integration delivers a higher level of service to both our brokerage and consulting clients.

Thank you for the opportunity to respond to your Request for Proposal. We look forward to utilizing our creativity and experience to assist the Town of Granby in developing and implementing a comprehensive strategic plan for 5 Canton Road that aligns with the stated goals.

Please contact us if you have any questions or require additional information. We look forward to meeting with the selection committee to further elaborate on our experience and approach.

Respectfully submitted,

Thomas D. York, SIOR
Principal, Transactional and Advisory Services
Project Manager
Phone: 860-528-0569
Email: tyork@gomanyork.com

R. Michael Goman, CRX, CLS, CSM
Principal, Development and Advisory Services
Phone: 860-416-2239
Email: tyork@gomanyork.com
Our Approach

Goman+York offers comprehensive real estate solutions to public and private sector clients seeking high-value marketplace advice, responsive service, tangible results and accountability. We bring:

**Personal attention and value-added services** that enhance business relationships and respect your time and budget;

**Creative energy, global perspective and local experience** that blends with business and political savvy;

**Custom solutions** that ensure you buy, sell, develop or lease the right properties at the best time, to yield maximum benefits; and

The highest **ethical standards and integrity** to everything we do.
Why engage GOMAN+YORK?

We help you make the most of your investments. Our team is comprised of experienced, proven Agency experts who are dedicated to representing your needs by developing creative marketing campaigns supported by research-based market knowledge. We provide expert advice and high-value services to landlords, tenants, owners and investors in the commercial real estate industry to maximize investor/owner returns.

We draw on decades of experience representing both property owners and tenants as clients. Our primary mission is to enhance and protect your position in the marketplace. We choose our clients and properties carefully, providing each with strategic focus and the effort necessary to perform well in the market.

At GOMAN+YORK we:

• Understand your overall business objectives as well as your short- and long-term investment goals.

• Align and properly position your real estate assets to support and enhance your bottom line and company vision.

• Provide research-based market knowledge to enable sound real estate strategic planning and decision-making.

• Maximize assets through skillful management of your lease agreements, ensuring favorable operating parameters for your properties.

• Craft a strategic negotiating platform that creates leverage, while seeking “win-win-win” solutions with owners, tenants and investors, whenever possible.

• Provide value-added development services, including financial analysis, research, marketing and more.
Goman+York Property Advisors offers a wide range of services based on in-depth marketing knowledge and experience.

**Advisory Services:**
- Strategic Planning & Consulting
- Site Selection
- Buy-Sell-Hold-Analysis
- Lease-Purchase Analysis
- Valuation & Pricing
- Financing / Refinancing
- Asset & Portfolio Management
- Due Diligence
- Highest & Best Use Analysis
- Economic Feasibility

**Development Services:**
- Project Management
- Conceptual Design
- Market Research
- Environmental Analysis
- Construction Proforma & Estimating
- Finance, Debt & Equity
- Permitting & Entitlement
- Public & Media Relations

**Transactional Services:**
- Agency Leasing & Subleasing
- Tenant Advice & Negotiation
- Asset Acquisition & Disposition
- Transaction Management
- Portfolio Lease Administration
- Market Positioning and Sales Promotion
The *Society of Industrial and Office Realtors®* is the leading global commercial real estate association. Out of some 2,000,000 real estate licenses in the U.S. alone, an elite few have earned the most highly sought designation in the industry. Backed by decades of experience and deep knowledge, SIOR brokers represent the very best of the best.

- SIOR is recognized as commercial real estate’s most distinguished organization since 1941.
- SIOR represents today’s most knowledgeable, experienced, and successful commercial real estate brokerage specialists.
- More than 3,100 industrial and office brokers and agents have met stringent qualifications, certifying their expertise.
- Global coverage and expert knowledge of local markets in 680 cities and 34 countries
- Ongoing education ensures that SIORs remain on the cutting edge of industry practices.
- SIORs are deal closers, reporting more than $12.5 billion in sales and leases last year.
- SIORs are market-tested, ethically driven, and respected in the industry.
The International Council of Shopping Centers (ICSC) is the global trade association of the retail real estate industry. Their education, advocacy, research and networking initiatives promote innovation and partnership, explore emerging markets and advance the interests of the shopping center industry.

Founded in 1957, ICSC is a community of over 67,000 members, offering valuable programs and services to its membership. Discover just how much we can help your business EARN by being a member.

Mike Goman has been a leader within ICSC for many years, holding several positions within the organization, and teaching many leadership courses. Most recently, Mike received ICSC's Distinguished Service Award for his years of service in support of the industry.

Benefits of ICSC membership:

• The global trade association for the shopping center industry.

• Attracts the most prominent industry leaders to help EDUCATE its membership on the ever-changing trends in the shopping center business.

• ADVOCATES for the retail real estate industry to ensure fair and legal practices for its members.

• Source of global retail real estate RESEARCH and the thought leader for the industry.

• Membership with NETWORKING opportunities to build new and productive partnerships.
Site and Market Overview
Understanding the Subject Site

A walkthrough and visual assessment would be conducted by Goman+York staff. In addition to familiarizing ourselves with the property, we will review relevant research literature, including studies provided by the Town and pertinent Zoning Regulations.

Our real estate market assessment will determine the highest and best uses for this building.

The subject property’s location on the well-traveled CT-10/US-202 highway and its proximity to the retail center (Stop & Shop, TJ Maxx) makes it a potential candidate for a variety of uses commercial and residential uses.

We will analyze the residential real estate market to determine appropriate formats for any possible housing offering, such as rental or condominium units.

Different types of retail and industrial uses will be evaluated considering the high amount of vehicular traffic and the site’s location at the intersection of CT-10/US-202 (11,600 AADT) and Canton Rd (2,800 AADT).

The universe of possible land uses will also vary depending on the ability to utilize and expand the existing building. Other restrictions such as vehicular access and availability of parking spots will be considered and addressed in the Strategic Marketing Campaign.
At Goman+York, we use in-depth analysis of demographic and socioeconomic indicators to fully understand the characteristics and needs of communities. We analyze where and how people spend their time and money and use this information to recommend custom marketing approaches that would best serve or appeal to your businesses, residents and visitors. Most importantly, we measure people as they travel to points of interest, rather than employing static concentric ring parameters. Below is some initial information specific to a 5-min. drive time from the subject area.
Goman+York keeps track of various public, private and proprietary databases on housing, including renter- and owner-occupied, by which we can make informed opinions and provide recommendations of market conditions. Below are several metrics for the Town of Granby:

**Median Sales Price - Single Family**
- Rolling 12-Month Calculation

**Median Sales Price - Townhouse/Condo**
- Rolling 12-Month Calculation

### Population Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>11,458</td>
</tr>
<tr>
<td>Households</td>
<td>4,282</td>
</tr>
<tr>
<td>Avg Size Household</td>
<td>2.65</td>
</tr>
<tr>
<td>Median Age</td>
<td>47.6</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$115,221</td>
</tr>
<tr>
<td>Median Home Value</td>
<td>$309,411</td>
</tr>
<tr>
<td>Wealth Index</td>
<td>222</td>
</tr>
<tr>
<td>Housing Affordability</td>
<td>160</td>
</tr>
<tr>
<td>Diversity Index</td>
<td>16</td>
</tr>
</tbody>
</table>

### Mortgage Indicators

- Avg Spent on Mortgage & Basics: $19,805
- Percent of Income for Mortgage: 11.2%

### Historical Trends: Population

### Home Value

### Housing: Year Built

---

**G**
- Greatest Gen: Born 1945/Earlier
- 7.8%

**B**
- Baby Boomer: Born 1946 to 1964
- 27.7%

**X**
- Generation X: Born 1965 to 1980
- 24.0%

**M**
- 14.9%

**Z**
- Generation Z: Born 1999 to 2016
- 22.5%

**A**
- Alpha: Born 2017 to Present
- 3.1%
Proposed Scope of Services
Our primary role will be to assist in the development, management and implementation of a Strategic Marketing Campaign which maximizes buyer/lessor interest and value of 5 Canton Road within the desired timeframe. To generate maximum buyer interest and value, the hallmark of any successful marketing campaign is the proper determination and promotion of the property’s highest and best market position(s). Once the optimum market position is fully understood, the offering attributes and value-added opportunities can be emphasized, and buyer objections and concerns can be overcome. Thus, we have developed a three-phase approach at Goman+York to put our clients in best positions to realize maximum profits.

The highest and best use for 5 Canton Road is clearly not the current vacant state. Based on our understanding of the market and our preliminary understanding of the property, retail, industrial and multi-housing residential uses (or a combination thereof) are logical alternatives that should be researched further. Since our market research approach is data-informed, we believe it is premature to speculate on the viability and the associated valuations for the alternative uses prior to completing the Phase One Market Study.

Public/private partnerships have been necessary in order for real estate development projects to achieve the internal rates of return on investment, making them attractive to investors. Typically, an ROI of 12-18% is required or a project will not get built. This range reflects the risks of real estate development versus other investment options and varies by the conditions of the market, such as projected growth, affluence, density and competitive developments. We will investigate the available programs and structure of public subsidies such as tax abatements/deferrals, State or Federal tax credits and other sources of funding/financing.

Our work shall include:

- **Market Feasibility Plan** - Analysis of Building and the Local Market to determine the relevant sales price
- **Strategic Marketing Plan** - Development of Leasing Action Plan
- **Implementation Plan** – Implement the Marketing Plan for the property to maximize buyer interest and realize the maximum profit for the property.
  - Hold “open reception” events and make presentations at public meetings.
- **Conceptual Design Alternatives & Pro forma Financial Model** – Develop a conceptual design alternatives and accompanying financial models.

The following sections detail how we will accomplish plan for 5 Canton Road.
Phase I. Market Feasibility Analysis Process

During Phase One, we will thoroughly study and examine the property to determine the highest and best uses supported by in-depth market research, data and gap analysis. Understanding how the market and economic forces effect the value of the property is a key component to developing the optimum marketing strategy.

During this phase, we will also review the site capacity for additional and/or new development based on current zoning codes and regulations. We will also meet with key municipal officials to understand the Town’s goals for site development as municipal support could be an important consideration for a potential purchaser.

It is important to point out that the preliminary analysis is not intended to provide the detailed information necessary for the purpose of formally underwriting debt or equity investment with respect to a given project. Should that become necessary, Goman+York can provide a separate study for that specific purpose as an additional service.

This preliminary analysis should be viewed as a macro-level review of the market and the economic feasibility of the alternative uses and the conclusions are intended to inform and support the formulation of the Strategy Marketing Plan and materials (e.g. packaging focus and “story”, target prospects, conceptual drawings, high-level development concepts and other “teaser” marketing information). By answering and developing these key use and economic/market questions prior to launching the Strategic Marketing Campaign, we are not only better able to determine the most logical prospects for the sale of 5 Canton Road, but we generate significantly more interest and value.

As an additional service, if the feasibility study concludes that there is an economic gap between the market and the optimum redevelopment strategy, Goman+York is adept at developing strategies to facilitate bridging that gap via programs like Tax Incremental Financing, Tax Credits, and Tax abatements, etc.

At Goman+York, we also provide the management and acquisition of any land use permits that may be required to maximize value for the sale of 5 Canton Road.
Phase I. Market Analysis Process

In Phase One, our work will include:

An evaluation of current commercial and residential real estate market conditions, including current vacancy rates, historic and predicted absorption rates, leasing/rental rates and sales prices for surrounding and competitive commercial and residential nodes

A review of the relevant characteristics of the proposed site and buildings, including location, design, parking and surrounding amenities

Identification of the commercial and residential trade areas around 5 Canton Road using both drive time and concentric ring parameters

For each trade area, we will identify:

a) the current demographic characteristics, and trends
b) the current socio-economic market segments, and trends
c) the size and characteristics of the employment sectors present
d) traffic counts on relevant roads, to the degree that data is available

Development of drive time trade area overlays to:

a) Likely employment nodes,
b) Schools, shopping and entertainment nodes,
c) Transit ridership: current and projected, as applicable
d) With regard to competitive projects within the surrounding market:
   i. a summary of current and planned competitive developments, as known to the local planning department or as we are aware of being contemplated within the real estate development community,
   ii. an overview of commercial and residential development activity within the most recent reporting period,
   iii. an overview of current residential market supply and demand

Sample Socioeconomic Data Analysis
using Esri TAPESTRY® Segments

Sample Esri TAPESTRY® Segments and
Drive Time Trade Area Analysis

Top Tapestry Segments - 8 Min

- Front Porches (8E) 22%
- Parks and Rec (5C)
- Fresh Ambitions (13D)
- Midlife Constants (SE) 8%
- American Dreamers (7C) 7%
- Other 31%
Proposed Scope of Services

Phase II. Marketing Collateral Development

The information and conclusions from Phase One and the associated Strategic Marketing Plan informs and provides the foundation for the narrative and positioning statements for Phase Two (the marketing “story”). During this phase, the collateral marketing materials will be written, designed and published. In addition, the relevant due diligence information will be assembled and packages for efficient dissemination to logical prospect on a confidential basis.

At Goman+York our marketing team is adept at developing cutting edge collateral materials that enhance property offerings by providing easily accessible comprehensive and complete information that enhances buyer interest and activity. Our brochures, websites and packages effectively capture the highest and best market position of our client’s properties. They emphasize both the attractiveness and potential value-add opportunities of the asset. We assume that the primary decision makers do not always come to the first showing/presentation. The most effective way to enhance interest in a property offering is through in-person presentations. Collateral material and property web site may serve as the catalyst to prompt them to visit the project personally, enhancing our opportunity for a transaction.

Sample “For Sale” Brochure
Proposed Scope of Services

**Phase II. Marketing Collateral Development**

The standard collateral materials we suggest include:

- High-quality sales package which includes detailed information on the property to be utilized only for the prospective buyers that demonstrate a material interest in the property.
- “Teaser” flyer to be utilized for prospect and broker mailings
- Email campaign designed to be sent to prospects and brokers.
- "Available" Property Signage and/or banner on the building and/or property
- Property Web site with confidential access to collateral and due diligence information.

We suggest utilizing a room at 5 Canton Road as a “sales suite” for prospect and broker presentations. Materials for the room would include full sized marketing boards of the site plan, floor plans, property redevelopment renderings etc.

During Phase Two, we will develop custom lists of target markets and prospects in order to maximize market coverage and exposure. The firm’s research center develops property specific databases which target catchments areas and identify logical prospects.
Phase III. Implementation

During Phase Three we will implement the agreed upon **Strategic Marketing Campaign** which includes:

Identifying, evaluating, and obtaining offers from potential buyers/developers

Interfacing with all applicable representatives and coordinating all written and verbal communications, negotiations, and structuring of the sale transaction

Coordinating the execution of all documentation relating to sale offers, contracts, amendments and/or addendums

Providing timely updates to project status to ensure communication with all applicable parties

Coordinating with Town of Granby as needed to facilitate the completion of the sale transaction

In order to achieve the desired objectives, the marketing campaign will involve a combination of initiatives that are designed to accomplish two primary goals as quickly as possible:

**Exposure** – maximize the exposure of the project to the identified buyer/lessor market and cooperating brokerage community.

**Presentation** - present the project to the desired audience in a manner that maximizes interest levels of prospective tenants.
Phase III. Implementation

I. Exposure

Our approach highlights the key elements Goman+York uses to maximize exposure of the project to a targeted audience. It is both repetitive and multifaceted.

Prospect Development:

- A proactive telephone marketing campaign, including both cold and warm calls, is implemented by the brokerage team throughout the assignment with a focus on the most logical prospects.

Direct Email

- Tenants Goman+York develops extensive database of users of. From this database a sustained direct email effort is implemented, aimed at having a mailing piece reach each targeted prospect.

Cooperating Brokers

Goman+York has a database of brokers in Connecticut. Our broker emails go directly to the individual brokers, and are not mass-mailed to the firms.

Internet Services

- Available spaces are listed with the primary CRE listing services – CERC, LoopNet and CoStar, CTCList providing brokers and tenants on-line access to all relevant building information.

Property Signage:

An “Available” property sign and/or property banner will be installed in strategic visible location.

Press Releases/ Advertising:

Press releases, advertising and monument signs all serve to raise awareness and knowledge of the project to the brokerage community and businesses. Our Marketing Department can provide examples of previous print media initiatives such as those we continue to design in-house.

II. Presentation

Our approach is implemented by our marketing team and is tailored to generate the highest level of interest from prospective buyers or lessees. The Phase Two Marketing Collateral materials will be leveraged to present and promote the opportunities.

Property Tours: In person meetings and property tours are the most effective way to build value and generate prospect interest. Our marketing programs are always geared toward securing such meeting and presentations.

Pre-Qualifying of Prospective Tenants

- The Goman+York Marketing Team works with ownership by advising them of salient deal points of other transactions regarding like-kind companies in the market. Evaluating the risk companies in today’s uncertain market is critical, and understanding these risks is increasingly important.

Financial Analysis

- We produce discounted cash flow analysis models, as needed, outlining the financial aspects of the proposals to help ownership understand the short term and long-term financial implications of potential transactions.

Reporting

- We consider it essential that the ownership is kept abreast of general market conditions and specifically our activities during the Implementation of the Strategic Marketing Campaign. We will thus collaborate with you to develop a reporting process that provides feedback on a timely basis.
### Proposed Scope of Services

## Timeline of Events

<table>
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<tr>
<th>Steps/Task</th>
<th>Months 1-2</th>
<th>Months 3-4</th>
<th>Months 5-7</th>
<th>Months 8-10</th>
<th>Months 10-12+</th>
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<tbody>
<tr>
<td>1. <strong>Phase One.</strong> Perform market analysis</td>
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<tr>
<td>2. <strong>Phase Two.</strong> Marketing Collateral</td>
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<tr>
<td>Development</td>
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<tr>
<td>3. <strong>Phase Three.</strong> Implementation</td>
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<tr>
<td>4. Completed lease or sale transaction</td>
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Please note that given the various issues impacting the potential sale of the property estimating the probable closing date with any degree of certainty is difficult. After the Phase One market and feasibility studies are completed, we will be in a better position to estimate the likely timeline.

A potential buyer’s request for tax abatements, tax Incremental financing, tax credits and/or land use permits could extend the timeline of events and increase the eventual sale’s price of the property.
Team Qualifications
SUMMARY
Our transactional brokerage leader Tom York, will be the single point contact for this assignment. Known as one of the greater Hartford region’s top brokers, Tom has been a trusted commercial real estate advisor for over 20-years in the Connecticut markets. His team provides expert advice and guidance to clients ranging from small entrepreneurial property owners and tenants to large firms and institutions.

SELECTED ACHIEVEMENTS
• Represents high profile Connecticut properties including Blue Back Square in West Hartford; 99-111 Founders Plaza in East Hartford; and 100 Pearl Street in Hartford
• Corporate, nonprofit and government tenants include IBM, Phoenix, Citigroup, Cigna, United HealthCare, City of Hartford, Hartford Public Schools and Saint Francis Hospital and Medical Center
• Named one of the Hartford Business Journal’s top “40 under 40” award recipients
• Previous Greater Hartford “Pinnacle Award” winner for Largest Office Lease, Office Sale, Land Sale, Team Transaction, and the Most Creative/Difficult Transaction.

AFFILIATIONS
• Society of Office and Industrial Realtors
• Real Estate Finance Association
• Greater Hartford Association of Realtors
• Simsbury-Granby Rotary Club - fundraising and community enhancement projects
• Coaches soccer, assists with the Cub Scouts and served five years as volunteer director for “The River Run,” a charity race featuring a 5K, 10K and a fun run for kids.

EDUCATION
• University of Southern Maine, Bachelor’s in Economics and Political Science, magna cum laude
• Post-graduate business courses at Rensselaer at Hartford

PERSONAL
Tom resides in Avon, CT with his wife Jennifer and three young children.
SUMMARY

Rob entered the real estate industry in 2002, beginning with multi-family ownership and management. Prior to joining Goman+York in 2016, Rob spent five years as VP with another Connecticut commercial brokerage. He is responsible for leading and directing our tenant representation as well as working on behalf of a wide variety of clients in all aspects of sales, leasing and acquisition of commercial property throughout Connecticut.

Rob's extensive sales/advisory background provides him with a unique skill set wherein he blends consultative client service, business marketing and sales with core real estate knowledge. Rob is results driven with a proven expertise in helping to focus transactional activities on behalf of Goman+York clients.

SELECTED HIGHLIGHTS

• Complex and multi-faceted sales including a 14-acre, town-owned former school redevelopment site, a 100,000sf industrial/flex building, a 40,000 sq. ft. neighborhood retail shopping center, and an $8 million Class A downtown city tower with 130,000 sq. ft. of mixed-use office/retail space

• Tenant-representation in Class A&B office, medical, industrial and R&D

• Agency lease representation from single-tenant properties to a several-hundred thousand square foot office/retail/industrial portfolio. Represented a Fortune 500 company, a large REIT, and one of the region's largest private equity firms in Class A office, Class A medical, and industrial leasing, respectively.

AFFILIATIONS

• Member Associate, Society of Industrial and Office REALTORS®

• National Association of Realtors

EDUCATION

• University of Connecticut (Storrs, CT) – B.S. in Agricultural Economics and Rural Sociology

PERSONAL

• Rob is married and resides in Simsbury, Connecticut with his wife (a former teacher at Frank M. Kearns School), three children, and several huggable and unhuggable pets. He enjoys playing guitar, running, cycling, alpine skiing, golf, fishing and backpacking.
SUMMARY

David Dumeer is a seasoned veteran of the real estate industry with over 30 years of experience specializing in retail properties. Dave provides insight into all facets of site and market evaluation, store design and store development strategies to premier tenants nationwide. Having years of industry experience and a national network of representatives, Dumeer specializes in tenant representation and can provide national real estate vision and local market knowledge to clients throughout the country. Currently his focus is on delivering results for a variety of high fashion retailers, theaters, outdoor sports/apparel retailers and restaurants. Some of his retail clients have included The Orvis Company, Barbour, J. McLaughlin, Ben & Jerry’s, Maggie McFly’s, CMX/Cinebistro and Central Rock Gym.

With over 30 years of experience in retail development and tenant representation, Dave has gained the experience and understanding of how to make deals work for both landlord and tenant.

SELECTED ACHIEVEMENTS

Previously, Dave served as VP, Director of Development, Acquisitions and Leasing for Developers Realty Corp. His responsibilities included leasing a large portfolio of shopping centers, divestiture of properties, managing relationships with REIT partnerships and the development of over 5 million SF of retail property in 11 states including a lifestyle center, a “big box” development and freestanding restaurants and pharmacies.
Mike Goman, CRX, CLS, CSM

SUMMARY

Prior to forming Goman+York, Mike spent 30-plus years as a business owner, operator and commercial real estate professional. He has overseen the development of millions of square feet of commercial development across the United States and in Canada. Mike’s keen insights and understanding of buyer motivations helps Goman+York develop optimum property redevelopment models and strategies to guide marketing campaigns.

SELECTED ACHIEVEMENTS

- Financing, development, management and leasing of more than 50 million sq. ft. of commercial real estate, and the acquisition or disposition of more than $3 billion of commercial real estate.
- Former president and CEO of Konover and Associates, one of the largest real estate development, management and construction companies in the Northeast.
- Founder and a principal of American Centers Inc. in Dallas, Texas, which provided acquisition, development, leasing, management and consulting services to shopping-center owners.
- Senior vice president in charge of the U.S. shopping center division of Bramalea Ltd. (Canada), then one of the largest publicly traded real estate companies in North America.

PROFESSIONAL AFFILIATIONS

- Executive committee member of the University of Connecticut’s Center for Real Estate and Urban Economic Studies
- President of the Connecticut Partnership for Balanced Growth
- Board member of Connecticut Retail Merchants Association and the Corporation for Independent Living Development.
- Past board member of Duncaster Lifecare community and The Connecticut Forum

PERSONAL

An avid boater and fisherman, Mike holds a U.S. Coast Guard captain’s license and is a marine safety instructor. He is also licensed private pilot, scuba diver and motorcycle enthusiast.

Mike resides in West Simsbury, CT with his wife and three sons.
Dusty has over 20 years of experience in directing complex, high-profile projects and design teams. Dusty integrates the roles of designer and planner to visually communicate proposals. His skillful artistic vision allows for implementation of ideas that emerge organically into on-the-fly sketches. Informed by his development and construction expertise and understanding of financial capitalization, his “design solutions” are not just imagery but documentation of economically viable and sustainable solutions to the highest and best repositioning of real estate assets. His planning experience ranges from urban infill and reclamation to campus planning and luxury resorts.

SELECTED ACHIEVEMENTS

• Oversaw conceptual design of the Disney Concert Hall in Los Angeles, provided planning services for the Howard Hughes Corporate campuses in Los Angeles and Las Vegas and designed and directed the site redevelopment of the original MGM studio sound stages to a working film lot.

• Planned and oversaw redevelopment of intensive-use projects (without interrupting operations), including the WAFI Mall in Dubai, hospitals in Connecticut, and resorts in the U.S., Europe, Middle and Far East.

• Programmed and master planned ITT Sheraton’s international destination resorts in the Middle East and Pacific Rim.

• Managed entitlement, design and construction of more than 500,000 sq. ft. of U.S. retail real estate developments.

• Master planned multi-phase expansion of WAFI City, including the addition of the Raffle’s Hotel in Dubai, U.A.E.

AFFILIATIONS

• Fund Raising Committee for Nathan Hale Homestead.

• Board of Trustees for Connecticut Landmarks.

• Creative Director Ocean Technology Foundation.

• Participant with the Congress for New Urbanism, the Community Association Institute, the American Society of Landscape Architects, American Institute of Architects, and several civic boards and commissions (Inland Wetlands, Historic and Economic Development).

EDUCATION

• Bachelor of Arts in Architecture at Oklahoma State University.

• Graduate degree in Landscape Architecture and Planning from Washington State University.

PERSONAL

Volunteered with the Hole in the Wall Gang Camp, Habitat for Humanity and the Ocean Technology Foundation. A vocalist and musician, he has restored a historic property surrounded by the Nathan Hale State Forest in Coventry, Conn. where he currently resides with his partner and son.
Valeri will be a key point of contact for any logistical questions, coordinating tasks.

He has substantial experience with government relations in the state of Connecticut; experienced with Goman+York’s municipal outreach efforts since joining the team. Valeri’s analytical skills will be employed during the market research and feasibility analysis component of the assignment.

SELECTED ACHIEVEMENTS

A graduate of Trinity College, Valeri combines knowledge of politics, economics and business with sound written and oral communication skills.

He holds a master’s degree in Urban Affairs and Public Policy from Southern Connecticut State University.

Valeri is involved with the client-facing side of the business, interacting directly with individual and corporate clients to help meet their real estate goals. He is tasked with gathering information, analysis, and the preparation and design work needed to complete a finished report.

A native of Bulgaria, Valeri is fluent in German and is a licensed Connecticut Real Estate Salesperson.

PERSONAL

Valeri likes to be active by engaging in soccer, weightlifting, cross country running, hiking and long-distance bicycling. In his leisure time he likes staying up to date with technology, following current events and cooking.
Leasing Capabilities
We stand available, capable and ready to advise the Town of Granby on the potential attraction of tenants to 5 Canton Road. Our method for Tenant Advisory services employs a consultative approach (conceptually like the dispossession services described herein) to determine the optimum locations for our clients.

For example, Goman+York uses a data-informed model for site selection using a client’s geo-coded current customers and matching those to potential customers using advanced geo-spatial analytics. By utilizing these methods, we can determine likely catchment areas which, combined with your dominant customer’s socioeconomic profile, helps our experienced brokers find you the optimum locations.

Why engage GOMAN+YORK for Tenant Advisory Services?

Like your corporate counsel or financial advisor, think of us as your exclusive real estate advocate.

With real estate costs generally your highest expense each month after payroll, you need a trusted, objective advisor to help analyze your needs and guide your toward an optimal real estate solution. At Goman+York, we strive to:

Understand your overall business objectives and/or investment goals, as well as your short- and long-term real estate needs.

Align your real estate requirements so that they support and enhance your bottom line and company vision.

Provide research-based market knowledge to enable sound real estate decision-making.

Craft a strategic negotiating platform to create leverage, while seeking a “win-win” solution with a landlord, whenever possible.

Provide value-added development services, financial analysis, research, marketing and more.
Leasing Capabilities

Tenant Advisory Services

The Process:

Formulate Real Estate Strategic Plan: Establish a framework, process, scheduling and identify stakeholder participants from inside and outside the organization. Synchronize the real estate strategy with overall business plan and corporate goals.

Lease Review & Situational/Needs Analysis: Document relevant business provisions and critical dates in current lease document. Outline space requirements based on real estate strategic plan. Geo-code addresses of employees and clients to determine appropriate search areas based upon commute times, traffic issues and market demographics, as required.

Site Selection: Research and develop a market survey of potential sites or buildings. Provide pictures, maps and specifications of logical alternatives.

Manage Building Tours and Inspections: Develop tour list and schedule appointments with building owners or their representatives. Assist in compiling “short-list” of candidate locations that warrant further exploration.

Property Evaluations: For prime locations, develop a Request for Proposals. Assist in the quantitative and qualitative evaluation of each. Manage space-planning process, as needed. Provide discounted cash flow projections and other assessments and summarize findings in a Comparative Property Report to enable side-by-side analysis of alternatives.

Market Evaluation and Negotiations: Review proposed lease or sale terms based on market conditions. Recommend negotiating positions. Develop strategies that create competitive market leverage. Negotiate with prospective landlords or sellers from Letter of Intent through execution of Lease or Purchase & Sale.

Post-Closing: Provide follow-up assistance during due diligence, build-out, and/or move-in phases as well as during the lease term.
Leasing Capabilities

**Representative Tenant Experience**

**ConnectiCare**
- Three lease transactions including two complex “Build to Suits” in Farmington, CT
- Total SF 210,000 SF

**Bank of America**
- 99 Founders Plaza, East Hartford, CT
- Lease 148,000 SF
- Two leases totaling 125,000 SF

**American Airlines**
- 415 Day Hill Road, Windsor, CT
- Lease 45,000 SF

**ProHealth Physicians**
- 2 lease transactions at 4 Farm Springs Rd, Farmington, CT. Total SF 42,000 SF
- Three lease transactions
- Total 36,000 SF

**United Way**
- 1344 Silas Deane Highway, Rocky Hill, CT Lease 36,000 SF
- Two lease transactions totaling 55,000 SF

**VIRTUS**
- 100 Pearl Street, Hartford, CT
- Lease 32,000 SF

**Lindberg & Ripple**
- Three lease transactions
- 580 Cottage Grove Rd, Bloomfield, CT
- 2 Waterside Crossing, Windsor, CT
- 100 Northfield Dr, Windsor, CT
- Total SF 28,000

**ace Insurance**
- 2 Waterside Crossing, Windsor, CT
- Lease 17,000 SF

**United Healthcare**
- 100 Northfield Drive, Windsor, CT
- Lease 16,000 SF

**SBLI**
- 111 Founders Plaza, East Hartford, CT
- Lease 17,000 SF

**Cardinal Health**
- 131 Hartland Street, East Hartford, CT
- Lease 15,500 SF

**Saint Francis Care**
- Bishops Corner, West Hartford, CT
- Lease 15,000 SF

**IBM**
- One Financial Plaza, Hartford, CT
- Lease 8,500 SF
Relevant Experience
Assignment

- Buyer’s representation for transaction of 8,818-square-foot building and 1.22-acre lot known as Second North school which had been recently vacated and underutilized.

Services Provided

- Development of multi-channel marketing campaign including
  - digital and print collateral materials,
  - targeted prospect lists of suitable developers and user-operators
- Comparable properties analysis
- Market research of relevant trade areas

Notable Achievements

- Attracted a Bloomfield-based company to buy the former Main Street school building from the town for $352,000. (Source: Hartford Courant)
ASSIGNMENT

• The Town of Groton engaged us to provide a strategy to sell and redevelop the 14.05 acre property known as William Seely School which was vacant and underutilized.

SERVICES PROVIDED

• Development of multi-channel marketing campaign including
  • digital and print collateral materials,
  • targeted prospect lists of suitable developers and user-operators

• Development of tax abatement schedule
• Comparable properties analysis
• Market research of relevant trade areas

NOTABLE ACHIEVEMENTS

• Attracted DonMar Development Corp. (North Haven, CT) who proposed a plan to reinvent the former William Seely School property as an approximately 280-apartment complex designed with "a community feel" and amenities including a clubhouse, pool, movie viewing areas, walking trail and dog park. (Source: The Day)
ASSIGNMENT
• Mixed-use Transit Oriented redevelopment study on behalf of Torrington Historic Preservation Trust

SERVICES PROVIDED
• Phase 1 – Feasibility Analysis
  • Collection of industrial buildings dating from the 1840’s to the 1940’s encompassing over 300,000 square feet of built up area.
• Phase 2 – Preferred Development Option
  • Proposed Connecticut Department of Transportation bus maintenance and storage facility with potential for a transit center. In conjunction with the DOT development, the reuse could be leveraged to capture the material benefits of a full TOD project.
• Phase 3 – Redevelopment implementation

RECOMMENDATIONS
• Identified a variety of mixed-use concepts for consideration including housing with a live-work component, retail and office with cooperative workspace to attract and retain entrepreneurial talent.
Shoreline Trolley Power Station Adaptive Reuse

Client:
Town of Old Saybrook, Conn. Economic Development Committee

Services provided:
• Phase 1 – Feasibility Analysis, including:
  • Socioeconomic data analytics
  • Interviews with various town and state authorities
  • Community input gathering from public charrettes
• Phase 2 – Preferred Option Development
• Phase 3 – Redevelopment Recommendation
ASSIGNMENT

Goman+York was engaged by a private developer to assess the market feasibility of two new multifamily rental housing developments located at 441-447 Washington Avenue and 343 Clintonville Road in the Town of North Haven, Conn. The former will be a market-rate offering while the latter will be market-rate age-restricted (55+).

SERVICES PROVIDED

1. An evaluation of current residential market conditions, including current vacancy and rental rates for surrounding and competitive multifamily properties.

2. A review of the relevant characteristics of the site and building, including location, design, parking, and surrounding amenities.

3. Identification of the residential trade areas for the Town of North Haven and the North Haven region using drive time parameters.

4. For each trade area, we will identify:
   1. the demographic characteristics
   2. the current socio-economic market segments
   3. the size and characteristics of the employment sectors present
   4. transit ridership: current and projected
   5. traffic counts on relevant roads, to the degree that data is available
   6. Development of drive times to:
      a) likely employment nodes,
      b) schools, shopping and entertainment nodes,
   7. With regard to competitive multi-family residential projects within the surrounding market:
      a) summary of current and planned competitive multi-family housing developments, as known to the relevant planning departments or as we are aware of being contemplated within the real estate development community,
      b) overview of rental activity within the most recent reporting period,
      c) overview of current market supply & demand of multi-family housing.

5. A narrative regarding the characteristics of the likely potential residential tenants. This narrative will include our initial observations regarding the age, ethnicity, income, family status and employment of likely tenants.

6. A narrative regarding the capacity of the study area to absorb new multi-family rental residential units as well as the likely rate of absorption of new multi-family rental housing units,

7. Summary recommendations regarding pricing, size, type of unit(s) and unit and project amenities to be offered.
ASSIGNMENT
Goman+York Property Advisors, LLC (“GY”) was tasked by the Capital Region Development Authority (“CRDA”) to conduct a review of the multifamily residential rental projects recently developed in the Hartford region.

The primary goals this study were to:
• Review current and proposed competitive multifamily residential rental developments to establish:
  • current market pricing, trends and amenities,
  • absorption rates,
  • anticipated return on investment (ROI), and
  • operating costs;
• Provide a forecast and analysis of market demand and conditions for multifamily residential rental development in the Hartford region in the coming years.

SERVICES PROVIDED
• Market Analysis to Examine the Capacity and Rental Parameters for the Hartford Multifamily Residential Rental Market
• Review of market studies and appraisal reports prepared for multifamily projects in which CRDA provided financing
• Interviews with developers and an overview of three (3) proposed Hartford developments
• Review and summarize of two (2) studies prepared for the City of Hartford
ASSIGNMENT

• Goman+ York was engaged by the town, led by its Planning and Zoning Commission and Downtown Special Services District Board of Commissioners, to update its 1991 Main Street architectural design guidelines.

SERVICES PROVIDED

• Document Review: existing guidelines, Plan of Conservation and Development, and Central Business District Zoning Regulations

• Stakeholder Meetings: met with town’s project team at outset and regularly throughout

• District Analysis: analyzed physical details of the Central Business District, including current conditions and needs.

• Draft Guidelines: Considered existing regulations to reflect best-practice design elements from Downtown Manchester and similar downtown environments, consistent with the historic nature of the district. New guidelines balance the desire for quality design with the cost and expertise of a diverse group of business and property owners.

NOTABLE ACHIEVEMENTS

• Improved guidelines for existing and new buildings, including primary and accessory structures, doors, windows, materials and trim. New guidelines for storefront treatments cover entranceways, materials, window displays, and awnings.

• Signage design guidelines including materials, location, signage types and lighting.

• Streetscape elements including street furniture, planters, and outdoor patios.

• All elements include illustrations or visual representations of recommended (and not recommended) treatments.

• New guidelines aim to harmonize business owners’ interest with public utility while respecting historical significance.

Building Trim

Typical Building Facades
ASSIGNMENT
• Tom York has provided corporate real estate consulting and transaction management for ConnectiCare for over 17 years.

NOTABLE ACHIEVEMENTS
• In 2000, ConnectiCare (CC) had multiple office locations in the Greater Hartford area which created operational inefficiencies for the firm. In response, CC retained the team of Tom York, Bob Botters and Bill Farley of CBRE to advise senior management on effective real estate solutions.
• 2002: Negotiated a 15-year, 100,000 SF “Built-to-Suit” transaction for their administrative offices at 175 Scott Swamp Road, Farmington, CT.
• 2008: Negotiated a 15-year, 60,000 SF “Built-to-Suit” transaction for ConnectiCare’s headquarters adjacent to existing administrative building at 175 Scott Swamp Road, Farmington.
• 2015: Provided data-informed site selection services to identify the optimum markets for a new business model related to health insurance retail stores. Following senior management’s approval, Goman+York has been implementing the real estate plan.
• 2016: ConnectiCare formed a partnership with CliniSanitas, a medical group from Colombia, to open three clinical medical facilities in CT. Goman+York was engaged by the new entity to provide site selection services and implement a real estate plan.
• 2016: Located and negotiated a 6,600 retail lease at 1487 Pleasant Valley Rd, Manchester CT
• 2016: Located and negotiated a 9,000 SF lease at Brookside Plaza in Bridgeport, CT
• 2016: Located and negotiated a 13,300 SF lease 206 Kitts Lane in Newington, CT

REFERENCE
• Brian Alderman, Vice President of Finance & Controller
  175 Scott Swamp Road, Farmington CT 06034
  (860) 674-5776
  balderman@connecticare.com
ASSIGNMENT

Assist in the development and implementation of a Strategic Real Estate Plan. After an internal benchmarking assessment determined that Phoenix Life Insurance was inefficiently utilizing its corporate real estate, the company engaged Tom York and Bill Farley (CBRE advisors at the time) to advise the firm on strategies to “right size” and reduce real estate expenses.

SERVICES PROVIDED

- Assisted with the development of corporate real estate standards and culture for employees based on current market trends and concepts
- Developed the strategies to implement the standards and consolidate employees to reduce the overall real estate footprint and associated expenses.
- Developed and provided the financial modeling to support the real estate planning and goals
- Presented findings and recommended strategies to senior management
- Provided marketing and dispossession services for surplus properties

NOTABLE ACHIEVEMENTS

- Marketed and sold four office properties totaling 705,000 SF
  - 101 Munson Road, Greenfield, MA (92,000 SF)
  - 100 Bright Meadow Boulevard, Enfield, CT (435,000 SF)
  - 56 Prospect Street, Hartford, CT (143,000 SF)
  - 38 Prospect Street, Hartford, CT (35,000 SF)
- Successfully reduced firm’s density from 400/SF per EE to under 250/SF per EE
ASSIGNMENT(S)

• Provided consultation and Transaction Brokerage Services for Hartford Public Schools and the City of Hartford municipal offices.

• Goman+York is currently representing and advising the City on various real estate solutions for their Constitutional Plaza offices municipal offices.

NOTABLE ACHIEVEMENTS

• Assisted Hartford Public Schools on various assignments to locate and acquire properties for schools.

• 2010: Represented the Board of Education on lease transaction for their home office and print-shop at 960 Main Street, Hartford, CT (66,000 SF Lease)

• 2015: Represented Hartford Public Schools for the for “High School Inc.” magnet School at 275 Asylum Street, Hartford, CT (35,278 SF lease)

• 2016: Represented Hartford Public Schools on a renewal transaction for their home office at 960 Main Street, Hartford, CT (62,000 SF Lease)

• 2016-Present: Currently representing the City for their Constitution Plaza offices (52,000 SF Lease)
Downtown Target Investment Strategy

Assignment:
Report for a Target Investment Strategy regarding the ‘Open-Air Downtown Lifestyle Shopping Center’ in Norwich, CT for the Norwich Community Development Corporation

Services provided:
- Analyzed market demand drivers, population socioeconomics to define market-based investment goals
- Compiled an eight-step strategic approach to reposition Downtown Norwich’s assets in order to better compete for investment (attract middle and creative classes)

Notable Achievements:
- Successfully implemented a strategy using research and assessment backed data that leveraged three redevelopment sites to serve as anchors for greater downtown investment.
ASSIGNMENT

Shared collaborative economic development for 8 small towns in Northwestern Connecticut.

SERVICES PROVIDED

- Comprehensive economic development services for the following member communities:
  - Canaan/ Falls Village
  - Cornwall
  - Goshen
  - Kent
  - North Canaan
  - Norfolk
  - Salisbury / Lakeville
  - Sharon

- Professional and technical development advice to boards of selectman and economic development groups, boards or commissions

- Guidance for local and regional economic development activities

- Preparation of funding applications

- Liaison with business groups and business visits in each town

- Visioning session preparation, execution and follow up

NOTABLE ACHIEVEMENTS

- Obtained grant funding for sewer system of downtown Cornwall. This allowed businesses in the center of town to grow their capacity to service more customers.

- Following visioning sessions, North Canaan received a grant to upgrade sidewalks in its business center.

- Comprehensive leasing and lease negotiations as well as space-design for retention of historic country store in the town of Norfolk.

- Provided co-work research and conceptual drawings to the town of Norfolk. “Norfolk Hub” will offer work and meeting spaces and professional support to its member organizations in a co-work environment.

- Designed and facilitated implementation of five-parks greenspace in Salisbury.

- Instrumental in creating a business circle meeting group for the town of Goshen.
NOTABLE ACHIEVEMENTS

One of our general principles is to find workable solutions for our clients as opposed to presenting “pretty pictures that cannot be built”. By the time we are presenting an image for a “project design”, it is a visual communication of a working business solution based on real time demographic and economic analysis. Our background market research bolster the proposed solution and offer a pro-forma-tested strategy for implementation.

Part of our efforts with the Northwest Hills Council of Governments was to host visioning sessions and collect input from many cross sections of its member communities. We focused on how citizens foresaw the character of their town evolving, what was critical to preserve and how to expand a sustainable economic base without compromising the familiar look and feel. In these visioning sessions, we clarified to all participants that there are no “silly suggestions”; rather it is our job to extract the essence of any suggestion, then address the practical hurdles, and apply the fundamentals of that concern to our formal process.

The main challenge in Cornwall was the Rockwellian Main Street was slowly shutting down because of defunct septic systems which were not only failing, but often located on an different property parcel to the one where a business was located. For example, if a bed and breakfast or small restaurant or café shut down for whatever reason, to sell the building or open up a new business at that address, owners were prevented from doing so because more often than not, the septic system (which in some cases was located 4 or 5 properties away) was failing and the subject property was insufficient to accommodate the installation of a new one.

The main desire of the visioning sessions was to recapture or further enhance that Rockwellian Main Street feel. Soon after, it became evident that without the appropriate infrastructure (in this case an appropriately sized septic or sewer system) that would be impossible, and the atrophy of empty storefronts would continue unchecked. Without a proper plan, the desire would remain on the “aspirational wish list.”

To achieve the goal:

- Reinforced and worked with their Chamber of Commerce
- Expanded their “downtown business district” zone
- Helped with a survey to see to what extent people wanted to expand that district and who would sign up for service from a central provider plant
- Compiled data and research on all aspects and formed a special committee to continue the efforts
- Approached the USDA for a grant to fund the research and subsequent installation of such a system
- Helped write the Request for Proposals
- Participated in the interview panel through the vetting process of applicants
- Assisted with hiring an engineering firm to do the analysis and solution design

From the date the project was identified and prioritized to the handoff to the engineering firm was approximately 4-5 months.
Fee Proposal
The successful sale or lease of non-traditional properties in smaller markets requires the concentrated effort of a multi-disciplinary team over many months. An extensive amount of work is required to create a supportable investment rationale, generate buyer or tenant interest and then work closely with interested parties to bring the transaction to a successful conclusion. Properties which are owned by public entities add a layer of unique challenges which require additional work, often including attendance at a variety of community board or commission meetings.

Industry experience has repeatedly shown that compensation structures based upon straight commissions do not support the required effort and, as a result, the typical sales approach is often limited to the placement of a sign on the property and listing it in a variety of commercial property web sites. This typical commission-based sales approach is often unsuccessful.

In the case of town-owned properties, an additional issue with a straight commission structure is that the town's primary motivation for selling or leasing the property is often focused upon working with an interested party who will redevelop the property into a new and valuable long-term asset which will pay significant property taxes, create additional job opportunities and transform the property into a new asset or amenity for the community. Achieving these goals often means that a town will choose to convey the property for a very low price. Under a straight commission structure, this means that the town's interest and that of the broker are no longer aligned.

In order to ensure that the assignment receives the focus and effort required to be successful, we recommend that the compensation structure be based upon either an hourly rate or a fixed monthly retainer, like the structure typically used for most professional services. A success fee can be included in the compensation structure if the client wishes to include an incentive component.

We have elaborated on both the hourly rate and fixed fee structures on the following pages.

In similar assignments, our clients have typically preferred the fixed monthly retainer as it provides budget certainty.
Options #1: Fixed Monthly Retainer to be Credited Against an Incentive Commission:

Minimum total fee of Fifty Thousand Dollars ($50,000), payable as described below:

- A Fixed Monthly Retainer of Three Thousand Dollars ($3,000) per month, payable within thirty (30) days following the end of each month.
- The Fixed Monthly Retainer will be credited against any eventual sales or lease commission as calculated using the rates shown below.

Incentive Commission Rates:

**Property Sale:**
Five percent (5.00%) for the initial $2.5 million of sales proceeds
Two- and one-half percent (2.50%) for the for next $2.5 million of sales proceeds
One and one quarter percent (1.25%) of the sales proceeds thereafter
All sales transactions have a minimum total fee of Fifty Thousand Dollars ($50,000)

**Building Lease Transactions (if applicable):**
5.00% of the gross lease value for the first five years of tenant’s commitment
2.50% of the gross lease value for the second five years of tenant’s commitment
1.25% of the gross lease value thereafter

**Land Lease (if applicable)**
5.00% of the gross lease value for the first 10-years of tenant’s commitment
2.50% of the gross lease value for the second 10-years of tenant’s commitment
1.25% of the gross lease value thereafter

Option #2: Hourly Rates:
- Our Schedule of Professional Services Fees is shown on the next page.
- We estimate a minimum of thirty (30) hours per month.
- We utilize the least-cost personnel for the specific task wherever possible.
### Development, Research, Planning, Economic Development & Conceptual Design Services

<table>
<thead>
<tr>
<th>Position</th>
<th>Hourly Rate</th>
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<tbody>
<tr>
<td>Executive Level Development Professional</td>
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<tr>
<td>Executive Level Research Professional</td>
<td>300.00</td>
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<tr>
<td>Executive Level Planning Professional</td>
<td>350.00</td>
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<tr>
<td>Executive Level Economic Development Professional</td>
<td>275.00</td>
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<tr>
<td>Executive Level Design Professional</td>
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<td>Senior Level Development Professional</td>
<td>210.00</td>
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<td>Senior Level Planning Professional</td>
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<tr>
<td>Senior Level Research &amp; Economic Development Professional</td>
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<td>Senior Level Design Professional</td>
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<td>Senior Level Graphic Design Professional</td>
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<td>Senior Analyst</td>
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<td>Data Scientist</td>
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<td>Consulting Associate</td>
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<td>Analyst</td>
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<tr>
<td>Clerical Staff</td>
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</table>

**Expenses:** G+Y will be reimbursed for any direct out-of-pocket costs incurred for mileage, travel, photocopying, courier, telephone, postage or similar expenses. When directly related to a project, such items will be estimated and that estimate will be included in the project budget. All such expenses invoiced at G+Y cost.
References
<table>
<thead>
<tr>
<th>Project</th>
<th>Contact</th>
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<tbody>
<tr>
<td>• ConnectiCare, Inc - Transactional brokerage and Consultative Services</td>
<td>Brian Alderman</td>
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<tr>
<td></td>
<td>Favlities Manger</td>
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<tr>
<td></td>
<td>175 Scott Swamp Road, Farmington CT, 06034</td>
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<td></td>
<td>(860) 674-5704</td>
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<tr>
<td></td>
<td><a href="mailto:balderman@connecticare.com">balderman@connecticare.com</a></td>
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<tr>
<td>• First Merchants Group- Listing Agency</td>
<td>Larry Nirenberg</td>
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<tr>
<td></td>
<td>President</td>
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<tr>
<td></td>
<td>111 Founders Plaza</td>
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<td></td>
<td>East Hartford, CT  06108</td>
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<tr>
<td></td>
<td>860-623-5252</td>
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<td></td>
<td><a href="mailto:Lnirenberg@firstmerchantsgroup.com">Lnirenberg@firstmerchantsgroup.com</a></td>
</tr>
<tr>
<td>• Town of Manchester Connecticut - Update Main Street Historic Design</td>
<td>Gary Anderson, AICP</td>
</tr>
<tr>
<td>Guidelines</td>
<td>Director of Planning and Economic Development</td>
</tr>
<tr>
<td></td>
<td>Office: 860-647-3044</td>
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<tr>
<td></td>
<td><a href="mailto:ganderson@manchesterct.gov">ganderson@manchesterct.gov</a></td>
</tr>
<tr>
<td>• Town of Groton CT – Seely School Sale and Redevelopment</td>
<td>Jonathan J. Reiner, AICP</td>
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<tr>
<td></td>
<td>Director of Planning</td>
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<tr>
<td></td>
<td>134 Groton Long Point Road</td>
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<tr>
<td></td>
<td>Groton, CT  06340</td>
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<td></td>
<td>(860) 446-5970</td>
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<td></td>
<td>e-mail: <a href="mailto:jreiner@groton-ct.gov">jreiner@groton-ct.gov</a></td>
</tr>
<tr>
<td>• Capital Region Development Authority (CRDA) – Housing and Industrial</td>
<td>Mike Freimuth, Executive Director</td>
</tr>
<tr>
<td>Studies for Redeveloped Properties</td>
<td>860.493.2903</td>
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<td></td>
<td><a href="mailto:mfreimuth@crdact.net">mfreimuth@crdact.net</a></td>
</tr>
<tr>
<td></td>
<td>Jennifer S. Gaffey, Office Manager</td>
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<tr>
<td></td>
<td>860.493.2901</td>
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<tr>
<td></td>
<td><a href="mailto:jgaffey@crdact.net">jgaffey@crdact.net</a></td>
</tr>
<tr>
<td></td>
<td>100 Columbus Boulevard, Suite 500</td>
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<td>Hartford, CT 06103-2819</td>
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Certifications and Other Relevant Documents
State of Connecticut
Department of Administrative Services
Supplier Diversity Program

This Certifies

Goman+York Property Advisors LLC

1137 Main Street East Hartford CT 06108

As a

Small Business Enterprise
May 28, 2019 through May 28, 2021

Owner(s):

Contact: Janet Goman
E-Mail: jgoman@gomanyork.com
Telephone: 860-978-9508 Ext:
Web Address: www.gomanyork.com

**Affiliate Companies: Accubranch LLC, ICREI LLC, York Property Advisors, LLC

Supervisor Diversity Director

Supplier Diversity Specialist

** A contractor awarded a contract or a portion of a contract under the set-aside program shall not subcontract with any person(s) with whom the contractor is affiliated.
Office of the Secretary of the State of Connecticut

I, the Connecticut Secretary of the State, and keeper of the seal thereof,
DO HEREBY CERTIFY, that articles of organization for

GOMAN YORK PROPERTY ADVISERS LLC

a domestic limited liability company, were filed in this office on March 09, 2011.

Articles of dissolution have not been filed, and so far as indicated by the records of this office such limited liability company is in existence.

[Signature]
Secretary of the State

Date Issued: November 22, 2019

Business ID: 1030865
Express
Certificate Number: 2019433284001

Note: To verify this certificate, visit the website https://www.ctsecert.org/
Company Information

Statement on Affirmative Action Policy

Goman+York Property Advisers does not discriminate in the selection of vendors, sub-contractors, clients or employees. Company policy prohibits the consideration of race, religion, physical capabilities, sexual orientation, and national origin or any other characteristics in any hiring decision taken by the company.
Statement on Equal Employment Policy

Goman+York Property Advisers LLC (GY) is an Equal Opportunity Employer and Prohibits Discrimination and Harassment of Any Kind: GY is committed to the principle of equal employment opportunity for all employees and to providing employees with a work environment free of discrimination and harassment. All employment decisions at GY are based on business needs, job requirements and individual qualifications, without regard to race, color, religion or belief, national, social or ethnic origin, sex (including pregnancy), age, physical, mental or sensory disability, HIV Status, sexual orientation, gender identity and/or expression, marital, civil union or domestic partnership status, past or present military service, family medical history or genetic information, family or parental status, or any other status protected by the laws or regulations in the locations where we operate. GY will not tolerate discrimination or harassment based on any of these characteristics. GY encourages applicants of all ages.
THANK YOU FOR YOUR CONSIDERATION OF THIS QUALIFICATIONS RESPONSE

GOMAN+YORK
ADVISORY SERVICES

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linkedin.com/company/gomanyork

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