



## MEMO

**To:** NCRA Board of Directors

**From:** Mitch Stogner

**Date:** December 9, 2009

**Subject:** **Agenda Item F.1  
Discussion and Possible Acceptance of Request for Proposal from Epic Land Solutions, Inc. For Property Management Services and Authorization to Staff to Negotiate Contract with Epic Land Solutions, Inc. for Property Management Services**

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At the October 14 NCRA Board meeting, staff was authorized to issue a Request for Proposals (RFP) for Property Management Services applicable to NCRA right-of-way north of Healdsburg (MP 68.2). On October 16, an RFP was mailed to several property management firms, uploaded onto the NCRA website, and published in the daily newspapers in Marin, Sonoma, Mendocino, and Humboldt counties.

NCRA received one responsive proposal to the RFP issued on October 16. On November 25, Epic Land Solutions, Inc. with offices in Southern California and Portland, Oregon submitted the attached proposal which appears to satisfy all of NCRA's identifiable property management needs.

On December 2, I had a conference call with the company's Vice President, James Overcamp, and his staff, to further explain NCRA's needs and financial limitations. I explained that any agreement between NCRA and Epic would require that Epic's fees be paid from funds generated by property revenues over and above the approximately \$250,000 NCRA currently receives from property transactions. With that understanding, Mr. Overcamp said that wanted to meet with his team and reconvene with NCRA to begin discussion on possible approaches that would meet NCRA's needs.

### Staff Recommendation:

Authorize staff to continue discussions with Epic land Solutions, Inc., with the goal of bringing back, for the Board's consideration and approval, a proposed contract between Epic and NCRA for the provision of Property Management Services.



## Epic Land Solutions, Inc.

### Request for Proposal For Property Management Services

for

*North Coast Railroad Authority*

**EPIC:** *adj.* Surpassing the usual or ordinary, particularly in scope or size; Heroic and impressive in quality

(*The American Heritage Dictionary of the English Language*, 3rd Edition: Houghton Mifflin Co., 1996)

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Submitted  
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# Epic Land Solutions, Inc.

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November 25, 2009

North Coast Rail Authority  
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## **RE: NCRA Property Management Proposal**

Epic Land Solutions, Inc. is excited to have the opportunity to work with the North Coast Railroad Authority on Property Management.

Epic Land Solutions is a 9 year old right of way firm with offices in California and Oregon. Our forte is creating and implementing specialized right of way and real estate programs for governmental and quasi-governmental agencies.

Epic has an excellent track record in providing property management services for railroads owned by prominent Southern California transportation authorities. In the following proposal, we have highlighted our most noteworthy projects for the Riverside County Transportation Commission, the Orange County Transportation Authority and the Los Angeles County Metropolitan Transportation Authority.

Results of our successful property management services for these agencies include:

- Maximized revenues through detailed audits of lease agreements to adjust to fair market value.
- Identified unauthorized encroachments and converted to lease agreements.
- Disposed of surplus properties by holding auctions to generate a return on project investment.

We have carefully selected a highly qualified staff with the expertise and success on projects similar to the project management services required by NCRA. Just this past week, this team generated for our client, an unexpected \$950,000 by providing expert due diligence in a real estate transaction.

**The proposal contained herewith provides:**

**Our Qualifications and Experience**

**Our Proposed Staff for Managing NCRA properties**

**Our Project Approach**

**Our Specific Answers to Scope of Work Contained in the Request for Proposal**

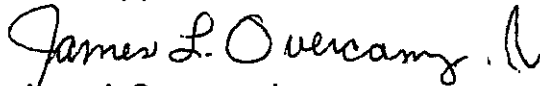
**Our Proposed Schedule of Fees and Expenses**

**Our Resumes**

**Epic takes very seriously the responsibility of representing the North Coast Rail Authority. We will always strive to advance the economic, legal and relationship interest of the Authority to the best of our ability, all within the regulatory framework governing our industry.**

**We look forward to working with NCRA and are committed to providing exceptional property management services. If you should have questions or comments about this proposal, please do not hesitate to contact us.**

**Sincerely yours,**



**James L. Overcamp, Jr.  
Vice President**

## **Introduction**

**Public agencies have a tremendous responsibility to acquire and manage property in a way that is fair, legal, and above reproach. Although an important area of the public charter, the effort required to analyze and maintain leases, licenses, easements and other agreements is often underestimated. In the property management business, surprises are usually unpleasant and unwanted!**

**Epic understands the importance of this assignment and the value that it provides on a number of different levels. Some of the benefits of active management of properties are:**

- **Minimize liability risk**
- **Recognize additional revenues**
- **Reduce file maintenance cost**
- **Understand relationships with public agencies that may assist in other transactions**
- **Possess better information about real estate holdings and assets**

**The major tasks for Epic's Property Management services include:**

- **Planning**
- **Developing an Inventory Database**
- **File Review and Site Visit**
- **Resolving Property Management Issues**
- **New Licenses/Agreements**
- **Develop and Implement Property Management Procedures**
- **Manage and Maintain Property Services**
- **Identify and Dispose of Excess Property**
- **Other Services**

**Epic will inventory and review all existing leases to insure that rentals are based upon fair market value and that maximum returns are being received. The review will include:**

- **An audit of lease sites to determine present uses**
- **Encroachments and compliance with current lease.**

**Epic will also establish new lease agreements, rates, perform collections and manage all terms and conditions of lease agreements.**

## FIRM QUALIFICATIONS & EXPERIENCE

For nine years, Epic has provided right of way acquisition to clients, which include counties, cities, water districts, school districts, redevelopment agencies, transportation authorities, and energy companies. Epic was founded in 2000 and is a California Corporation with business licenses in California and Oregon. Firm headquarters are located in Torrance (Los Angeles County), with offices in Riverside, San Diego and Portland, Oregon.

Epic offers public and private clients multi-disciplined right of way expertise and comprehensive property management services, including the following:

Services		
Acquisition / Negotiation	Title Examination	Database Development & Management
Relocation Impact Reports	Appraisal	Feasibility/Cost Studies
Utility Coordination/ Relocation	Escrow & Legal Support	Clearance & Demolition Services

Epic Land Solutions, Inc. is a distinctive right of way firm in that it is a family-owned UDBE certified business (woman-owned) which is mid-sized, yet offers an exceptional combination of service and capabilities. Over 50 qualified professionals have joined the team and are committed to providing quality client service as well as working in a creative, industrious, and team-oriented environment. For this contract, Epic has brought together a team of professional, skilled, self-directed and collaborative contributors that will ensure success.

<u>Los Angeles</u> <u>California</u> (Headquarters)	<u>Riverside</u> <u>California</u>	<u>San Diego</u> <u>California</u>	<u>Portland</u> <u>Oregon</u>
<u>2601 Airport Drive</u> <u>Suite 115</u> <u>Torrance, CA 90505</u>	<u>3850 Vine Street</u> <u>Suite 200</u> <u>Riverside, CA 92507</u>	<u>2815 Camino Del Rio</u> <u>South</u> <u>Suite 245</u> <u>San Diego, CA 92108</u>	<u>9600 SW Oak Street</u> <u>Suite 570</u> <u>Portland, OR 97223</u>

With 3 regional offices in California, Torrance, Riverside and San Diego, and an office in Portland, Oregon, Epic can respond quickly and cost effectively to any project demand. In addition, Epic's team will utilize the office space made available by NCRA.

## **Related Experience**

Epic has provided property management services for some of the most prominent transportation authorities in California and has particular expertise in maximizing revenues of leases on railroad property. In addition, our staff has in-depth experience leading and coordinating with multiple parties as well as a strong familiarity with the Federal Transit Administration and Caltrans policies and procedures.

Projects that highlight Epic's property management expertise include:

### **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

Over the years, the RCTC has acquired many properties. Some of the properties were acquired through bulk purchases of railroad corridors. For example, the San Jacinto Branch Line was originally acquired in 1993 as part of a massive transaction between Atchison, Topeka and Santa Fe Railway (Santa Fe) and eight public agencies. This transaction resulted in a one-time acquisition of numerous parcels with a wide range of tenants, lessees, licensees and easement holders. The existing agreements were assigned to RCTC and contain varying conditions and terms.

Types of easements, licenses and leases held by RCTC include:

- Street easements
- Pipeline (water, gas, sewer) easements
- Electric power easements
- Telecommunication licenses (cable, fiber optic and wireless)
- Billboard leases
- Residential leases
- Commercial leases

Epic's experience and knowledge in diverse areas such as property management, database development, right of way services, and audit skills have made RCTC's projects a success. Descriptions of each project follows.

### **RIVERSIDE COUNTY TRANSPORTATION COMMISSION**

#### **PROPERTY MANAGEMENT**

For the last six years, Epic has been providing property management services for the Riverside County Transportation Commission (RCTC).

Examples of projects that Epic performed for RCTC include: reviewing and upgrading licenses and leases on RCTC property, disposing of excess lands, certifying highway rights of way with Caltrans, developing a property management and tenant contract database, reviewing and resolving title and boundary issues, performing appraisals for insurance purposes, and drafting procedures for property management.

The benefits RCTC received from Epic's work include

- ☑ **Minimizing liability risk** through resolving numerous encroachments and obtaining insurance and indemnifications from RCTC tenants
- ☑ **Maximizing revenues** through audits of leases and licenses that have resulted in additional revenues of over \$500,000 to date and sales of excess land of over \$15 million
- ☑ **Reducing property management maintenance costs** by terminating and archiving numerous old licenses and leases
- ☑ **Possessing better information about real estate holdings and assets** by implementing a database to hold all RCTC property information

#### DATABASE

Epic is using cutting edge technology to manage the vast amounts of information required for these projects. Epic has developed a custom property management and tenant contract database software which assists the Commission in reviewing and upgrading licenses and leases on properties, disposing of excess lands and resolving title and boundary issues.

#### GIS/DATABASE SERVICES – PREBUILT RCTC TECHNOLOGY

As the primary GIS and database consultant for RCTC's real estate and license activities, Epic is responsible for designing, building, and maintaining RCTC's primary real estate software management solution (the RCTC Global Application). This database contains comprehensive data related to RCTC's property interests, encumbrances, and license agreements including license agreements for all utilities that cross the Perris Valley Line. This provides Epic with native knowledge of a tremendous amount of information that is simply not available or accessible to other consultants. For example, Epic's team can pull the following statistics:

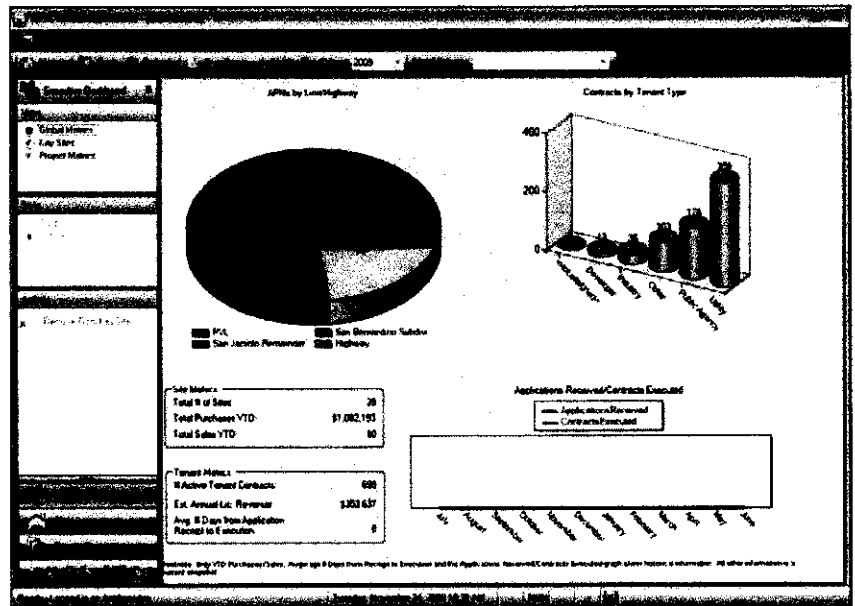
- **Number of Utility License Agreements Currently Known by RCTC on the Perris Valley Line:**  
152
- **The 152 are divided into the following main categories:**
  - 10 – culverts/drainage
  - 88 – pipeline (gas, water, sewer, etc.)
  - 54 – wireline (phone, electrical, etc.)
- **Primary Utility Companies w/utilities to be relocated:**
  - Southern California Gas Co. – 36
  - Southern California Edison – 17
  - City of Riverside - 6

## GIS MAPS

In addition to the pure informational advantage, Epic has also been selected as the GIS consultant to translate this information into meaningful spatial/geographic data. Epic has designed and built a geodatabase that serves as the primary repository for all geospatial data related to RCTC's property holdings.. As part of our existing contracts, Epic is collecting GPS location information for all utilities where it is available. The result of this is that Epic will be "pre-equipped" to prepare maps specific to the utilities located along the Perris Valley Line.

## UTILITY LICENSE REVIEW

For the past six years, Epic has been responsible for managing issues related to licenses, leases and easements on RCTC properties. These include public utilities, private utilities, municipalities, telecommunication companies, non-profit



organizations, and private property owners who want to use or cross RCTC property. As part of those responsibilities, Epic has determined market rent and negotiated licenses with Metropolitan Water District, Eastern Municipal Water District, Western Municipal Water District, Kinder Morgan and Questar. The work also requires coordination with BNSF, Metrolink, and the planning departments, police, and code enforcement authorities from the City of Riverside, City of Moreno Valley, City of Perris, City of San Jacinto, City of Hemet, and the County of Riverside.

## EXCESS LANDS SALES

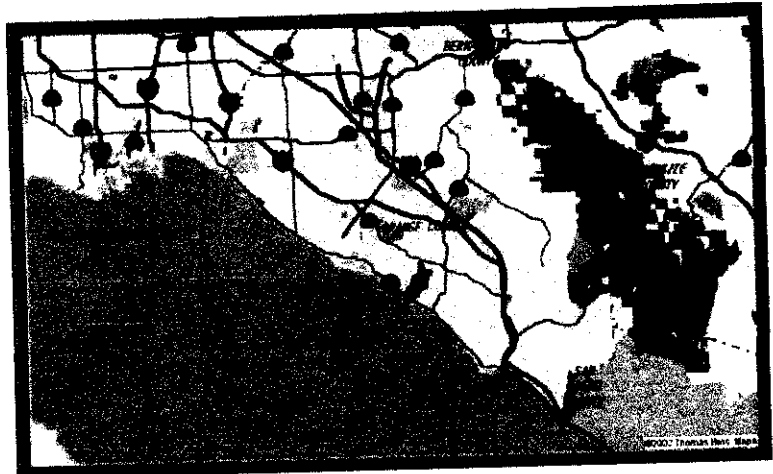
Epic Land Solutions, Inc. has performed public auction services for the Riverside County Transportation Commission (RCTC), as part of its Master Property Management Agreement with the Commission. As part of its contract, Epic manages RCTC property which includes providing recommendations regarding the disposal and the sale of excess lands. Epic is experienced and capable of performing public auctions.

Epic has conducted public auctions for RCTC for San Jacinto Wey Property (2006), Madison Street (2006), Pierce Street (2005), Corona Depot (2005), Property which was formerly railroad right of way adjacent to Old Highway 215 (2005), Box Springs Quarry (2004).

## **ORANGE COUNTY TRANSPORTATION COMMISSION**

### **PROPERTY MANAGEMENT**

Epic was retained by the Orange County Transportation Authority (OCTA) to provide review and audit services for the Authority's licenses, leases, and easements on OCTA's railroad property. The Authority acquired subdivisions of the LOSSAN Orange/Olive rail corridor from Atchison, Topeka, and Santa Fe. The "tenants" include public utilities, private utilities, municipalities, telecommunication companies, non-



profit organizations, and private property owners who want to use or cross OCTA railroad property. Epic reviewed the contracts, identified and reported deficiencies, performed site visits to verify the existence of the facilities, identified contractual deficiencies, identified unauthorized encroachments, and recommended and implemented resolutions. The project required coordination with Metrolink, County of Orange, City of San Clemente, City of San Juan Capistrano, and the majority of gas, electric and telecommunication companies with facilities in Orange County. The objectives of the file review included minimizing liability, increasing revenues, and possessing better information about OCTA's real estate holdings and assets.

As part of the license review project, Epic established a database to track the project information and OCTA's license information. The database is able to produce a variety of customized reports to provide information required by OCTA about the project and OCTA properties. Although the database was originally developed to support the project, it has since been transitioned to use by OCTA staff to capture new licenses and make modifications to existing licenses.

While many companies utilize a pre-established database for right of way projects, Epic has found that a custom approach to a project provides the greatest benefit. Custom databases support our team and/or clients existing processes rather than changing the way things should be done to fit into a database. Epic's database solutions are nonproprietary and utilize mainstream code languages. The databases are easily deployed to client sites or they can be hosted on Epic's servers and accessed remotely.

**LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY**  
**PROPERTY MANAGEMENT**

For 15 years, Duncan Robb managed the real estate department of The Los Angeles County Metropolitan Transportation Authority (MTA). He developed and implemented procedures to acquire, manage, lease and maximize the utility and value of MTA's real property assets, including over 4,000 acres of rights of way and real estate parcels in Los Angeles and San Bernardino Counties.

Mr. Robb was responsible for a lease portfolio generating over \$13 million in annual lease revenue. This included providing real estate services to over 5,000 tenants, licensees and other users of MTA properties as well as SANBAG, the Port of Long Beach and the City of Los Angeles properties under formal management contracts. Marketing of the Authority's real property assets included uses for fiber optic lines, cellular telephone antenna sites, golf driving ranges and public storage sites. Mr. Robb managed the acquisition of over 300 miles of railroad rights of way from ATSF, SP and UP railroads for development of public transportation systems for MTA and SANBAG including the following projects:

- Metrolink High-Speed Commuter Rail System** – between Los Angeles and San Bernardino Counties
- MTA's Red Line (Subway)** –between Los Angeles and North Hollywood
- MTA's Pasadena Blue Line (Light Rail)** – between Pasadena and Union Station in Los Angeles
- MTA's Orange Line (High Speed Dedicated Bus Line)** – between North Hollywood and Canoga Park
- MTA's Exposition Line** – between Los Angeles and Culver City

Coordination of a comprehensive inventory included appraisal reviews of all owned real property assets and the implementation of GIS to expedite and streamline the management of the vast real estate base. In addition, a listing of surplus properties was developed which was anticipated to generate over \$70 million in property sales.

**PROPOSED STAFF FOR MANAGING NCRA PROPERTIES**

Epic believes that proper management and planning is critical to the successful completion of the assigned tasks. Epic has sought out those professionals that want to work in a creative, industrious, and team-oriented environment, and agree that quality service to clients is an abiding principal. Our staffing approach to this project includes bringing to the table very experienced and knowledgeable individuals in the subject matter. Although establishing good criteria is a key success factor, it does not take the place of a seasoned manager who can recognize when there is an issue that has not previously been discussed or addressed. Our Project Manager for this project, Duncan Robb, senior member of the International Right of Way Association, along with key personnel will provide successful and profitable property management service for NCRA. Other team members, as shown on the organizational chart include: Holly Rockwell, Jim Overcamp, SR/WA, Karen Starr, CPM, BJ Swanner, and Mike Kaiser, whose resumes are included in the proposal.

**Availability Statement**

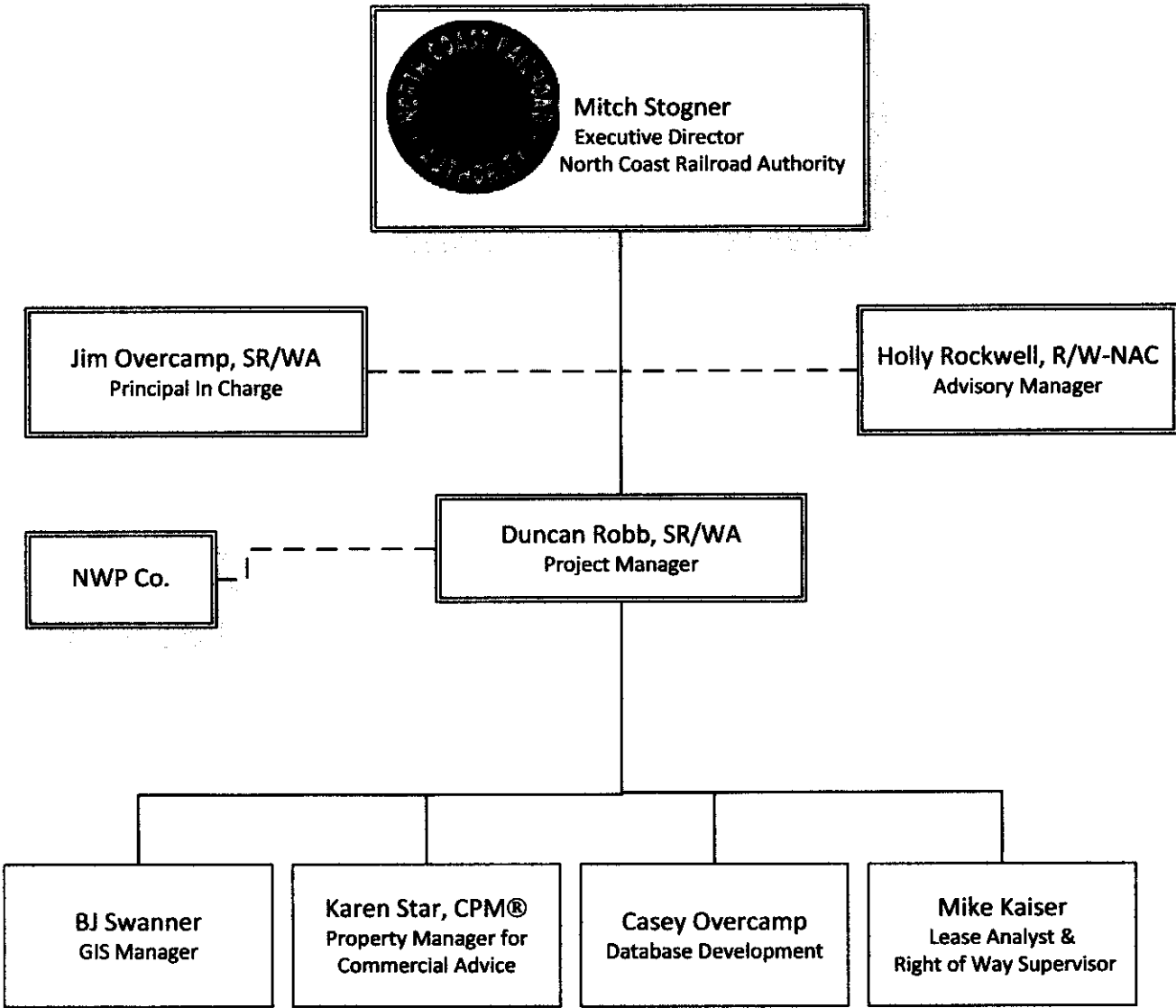
Epic is committed to providing the required personnel for the duration of the NCRA property management contract. Each proposed key person has a minimum of 40% time available for this project. We also commit to providing additional staff as needed throughout the project.

**ORGANIZATION CHART**

The attached organization chart indicates the roles and relationships between team members.



Epic Land Solutions, Inc.



## **Our Project Approach**

Epic's approach outlines our team's ability to bring value-added skillsets, apply best practices and past experience to identify opportunities for NCRA's properties. This type of project is uniquely dichotomous in that it is massive in size, but detailed in nature. Epic has deliberately and strategically developed a strategic approach that considers both the big picture and the need for meticulous detail. An initial detailed file review and site visit is paramount to successfully maintaining the assets of NCRA.

### **Planning**

Upon notice to proceed, Epic will meet with NCRA staff to discuss the specific scope of services and approach, as well as the guidelines by which files will be evaluated. Epic will meet with key individuals within the organization that have an interest in the work. These meetings allow us to document needs, develop a plan to meet those needs, and gain an in-depth understanding of the history of the files themselves.

### **Develop Inventory Database**

In order to facilitate the large amount of data as well as the process of issue resolution, Epic will create a customized property management database. The database will provide NCRA with a comprehensive, yet user-friendly database application.

Epic proposes a database that will entail as many as 100 standard fields of information for each property, license agreement, lease, or right of entry. The types of fields will be based on the needs of NCRA.

Epic can create a number of different functions and features that support a rail corridor property management database. These include but are not limited to:

- **User Friendly** - General ease of use in an intuitive design that supports the business process.
- **Document and Picture Attachment** – Ability to attach copies of documents such as license and lease agreements as well as pictures of facilities and crossing along the rail corridor. These documents can be associated with each record in the database for easy searching and quick access.
- **User Security** – Tantamount to any information database is user security. This allows for varying levels of access from an Information Technology (IT) Department administrator with full programmatic access, to key asset management resources, to administrative staff with restricted permissions.
- **GIS Integration** –The database will incorporate geographic information collected for the project and present it in a dynamic map interface. The goal of the GIS will be to collect various data related to the NCRA railroad right-of-way and make this information available to NCRA staff for analysis and geospatial visualization. The Epic team is experienced in collecting field data using Global Positioning Systems and integrating that information into the database for analysis. In addition to field data collection, Epic can digitize existing documents such as easements and right of way maps for integration into the GIS.

- **Report Flexibility** – A database is only as good as its output. Epic will work with NCRA to develop reports that clearly represent various aspects of the data within the database. In addition, a dynamic query builder can be created to allow custom reports based on user defined criteria.
- **Supportability** – Supportability means that an advanced database user can look behind the scenes and readily understand the design and architecture. Technical design documentation, a data dictionary, and proper field labels are just a few important components that Epic will add to ensure that the database can be easily supported.

### File Review and Site Visit

Epic will perform a site visit for each property, including all properties under lease or license, to ensure property use is consistent with information contained in files, evaluate potential encumbrances, and obtain a photograph for the files.

Epic will scrupulously review each lease, license, franchise, permit, and other operating agreements for the subject properties. We adopt a very conservative approach to property management. We would rather flag and investigate something that may not be an issue than miss something that may be a potential problem. Upon completion of the agreement review, our agents will perform a site visit for each property to ensure property use is consistent with information contained in the file. As part of the site visit, Epic will also evaluate potential encumbrances, and obtain a digital photograph for the file.

Epic will enter the agreement information prompted by the database as they review the files and perform site visits. This information is then used in preparing a comprehensive file summary document, which is placed in the file and can be used to quickly understand the contents of the file.

In the course of reviewing files and conducting site visits, issues and deficiencies will be identified. Epic developed and refined a system of grouping similar issues into 'flagging categories'. These categories are used in the database to identify the types of issues that can be resolved in a manner unique to that category. Epic will prepare and submit for review by NCRA staff, monthly reports

that describe: files reviewed to date, identified deficiencies in those files, and recommendations for resolutions.

#### Resolving Property Management Issues

As the file reviews and site visits are completed for each tenant, the resolution of identified issues can begin. The first step is to determine the appropriate approach to each flagging category, and prepare the relevant document templates and information necessary to resolve the issues.

Once the preparatory steps are taken, Epic will contact the appropriate entity to conduct the resolution. The assigned agent will act as a single point of contact for that particular entity and conduct all negotiations and coordination of efforts to support the resolution. As part of this effort, each agent will become an expert on their assigned entity and will have a comprehensive understanding of all issues relating to that entity. The agent will continuously update the database with the status of their negotiations in order to provide NCRA with a summary status of all resolutions.

The ultimate objectives of the resolution stage are to maximize revenues, reduce file maintenance costs and minimize liability by resolving the categories flagged in the identification stage. A high-level approach for each objective and category is contained in the charts below:

#### **Maximize Revenues**

Fair Market Adjustment Evaluation	The file contains a provision for a fair market adjustment to be made at various intervals (i.e. every 3 years, 5 years, etc). Revenue records indicate that a fair market adjustment has not been made at the allotted interval(s).	Determine fair market valuation (through appraisal, Across the Fence methodology, or other estimation in accordance with NCRA policy). Send letter to tenant indicating new fair market amount, basis of valuation and proposed date of increase. Follow up with tenant.
Payment Past Due or Uncollected	The file records and revenue report indicate that a one-time payment or ongoing rent payment is past due. This may also indicate that NCRA has not billed/collected rent that is owed.	Send letter to tenant informing them of payment due date and amount, as well as any applicable late charges. Follow up with tenant.
Revenue Potential	The file records and revenue reports indicate that an on-going rent fee is not currently being charged to a tenant that NCRA would typically collect on-going rent from.	Contact tenant to discuss current status of facility (In use, abandoned, transferred, etc.) and to confirm tenant meets NCRA policies for rent collection. Determine fair market valuation in accordance with NCRA policy. Notify tenant in writing of intention to assess rent on facility, amount of proposed rent, basis for establishing rent amount, and proposed date of rent assessment. Follow up with tenant.

**Reduce File Maintenance Costs**

Contract Obligations Complete	NCRA has no further rights or obligations under this contract.	Notify tenant in writing of intention to terminate agreement. Indicate agreement number, facility in question, and reason for belief that no further obligation is outstanding. Follow up with tenant.
Facility Abandoned	The site visit has revealed that the facility described in the file is no longer being used and/or in existence and there is no evidence that the facility was relocated (i.e. from overhead to underground, etc).	Send letter to tenant requesting confirmation that facility is abandoned and NCRA's intention to terminate the agreement if abandoned. Include picture of abandoned site or lack of facility. If facility has been abandoned, notify tenant in writing that agreement is being terminated and update NCRA files accordingly. If applicable, obtain quitclaim deed and record termination.
Other	An issue exists that merits a call to the attention of NCRA, however, it does not fall within the other flagging categories.	Resolve issue as merited by type of investigation.

**Minimize Liability**

Noncompliant Use	The site visit and/or file information revealed that the contract facility is being used or is located outside the parameters specified in the contract (including contract exhibits).	Send letter to tenant providing information about agreement terms, as well as site picture indicating different use. Request tenant to verify both agreement records and facility location. Ensure new use is in accordance with NCRA policies and determine if fair market valuation is applicable. Execute new agreement with tenant reflecting accurate use.
Encroachment	The right of way has been examined and found to contain facilities, structures, fences, wires, pipelines, etc that are not covered by an existing contract.	Research to determine who owner of facility is. In writing, notify tenant facility has been located, provide picture, and request tenant check their records for an agreement. If no agreement is found, determine if facility is approved within NCRA policies and determine fair market value.

Reports will be generated by tenant, to show the files, the identified issues (based on flagging category), and a recommended course of action to pursue resolution.

### **New Licenses/Agreements**

New leases and future land use requests are anticipated which will Epic to draft (for approval by NCRA General Counsel) and negotiate new agreements or revisions to existing agreements with tenants and licensees in conformity with NCRA's standards and provisions. This will also include negotiating, preparing and executing master and sub-agreements with utility and pipeline companies.

Epic will coordinate and review all new leases, licenses and other agreements with BNSF and UP Railroads to ensure that there are no conflicts with existing and future rail operations.

### **Develop and Implement Property Management Procedures**

Epic will develop and maintain a property management program system that will incorporate any current database information. The program will provide for generating reports on inventory, property status, identification and location of all contracts (leases, licenses, permits, etc.) and easements, rents, market value, lease and license expiration dates, encumbrances, environmental and/or hazardous conditions, etc. A schedule will be implemented for periodic property inspections.

Epic will determine an initial market rent and value for properties and then establish a rent collection system and procedures and maintain related appropriate financial records for Authority. Additionally, Epic will assess Authority's needs for master, index and detailed maps for the subject properties, and make a recommendation as to potential programs and/or procedures.

All proposed new lessees and licensees will be screened to ensure creditworthiness prior to entering into the agreement.

### **Manage and Maintain Property Services**

Managing right of way assets is a continuous activity. Epic will manage and maintain the licenses, leases, franchises, easements, permits, and other operating agreements related to these properties through its comprehensive inventory database. This will also assist in managing rents and other income from the property contracts so they can be maximized to the highest market rental levels consistent with existing economic conditions. Additional tasks will include:

- Liaising with NCRA accounting and legal departments and providing all rents, forms and financial information required and coordinating collections of delinquencies as directed by NCRA.
- Interacting with the risk management department to ensure conformity with all applicable requirements and provide property information required and review insurance coverage of lessees and licensees to ensure compliance with the agreement.
- Performing updates of property value and market rent information on a periodic basis and perform specialized appraisals as requested by NCRA.

- **Performing site visits on a periodic basis to review for encumbrances and assess property conditions.**
- **As directed by NCRA, Epic will attend meetings, make public presentations to individuals and organizations and represent NCRA in presentations and public hearings on all matters pertaining to property management.**

#### **Identify and Disposal of Excess Property**

**Epic will review NCRA's existing inventory of properties to determine which are needed for current and future projects. A list of properties that are recommended to be surplus and sold to the public will be prepared. Then Epic will meet with NCRA to discuss the recommendations for surplus land. With NCRA's approval, Epic will coordinate a minimum value appraisal for each property that has been determined to be surplus. Upon NCRA's approval, Epic will sell surplus properties following mandatory government procedures pertaining to the sale of real property by a public agency.**

#### **Other Services**

**Epic is able to provide other services directed by NCRA including acquisitions, budget preparation and special studies. Epic can also develop a marketing program for all NCRA properties to maximize lease revenues and reduce costs.**

## **Specific Answers to Scope of Work Contained in the RFP**

The property management firm will be responsible for the following activities:

1. **Providing a dedicated project manager who will act as a point person for all critical aspects of the contract.** Project Manager, Duncan Robb, is ready to begin immediately.
2. **Demonstrating sufficient staff supports to perform the required work.** See Organization Chart and Resumes
3. **Becoming familiar with the existing leases on file in NCRA's office.** Reviewed existing spreadsheet of billings and receipts as received from Heather Lindsteadt. Ready to begin review leases immediately.
4. **Field visit of accessible portions of NCRA's 316 miles of right-of-way from Lombard to Eureka.** Ready to set up field trip immediately. GIS experts will identify field locations encroachments and map accordingly.
5. **Working closely with NCRA staff to understand the current accounting, tracking, and billing, collections, application, and approval procedures.** Will immediately set up meeting to review same. Have already reviewed existing "Policy Regarding Processing of and Action Upon Requests For Conveyance Of Property Interests Involving NCRA Property"
6. **Recommend a streamlined approach toward application and approval procedures that will involve both NCRA as property owner and NWP Co. as the railroad operator.** Will immediately review with the parties the current approach and develop recommendation for a streamlined approach. Epic recognizes the inherent conflicts that arise out of on one hand operating a rail line and on the other hand owning the right of way and realizing its potential for revenue generation. Expert diplomacy and understanding both issues is required.
7. **Provide procedural recommendations to be considered by staff and NCRA's Policies and Procedures Committee and NCRA's Board.** Will immediately review existing memorandum, meeting minutes, etc. and prepare to meet with the Committee and Board for interviews. Following interviews will develop a custom setting of procedures.
8. **Maintain a comprehensive database of active and non-active lease accounts, and manage billing and collections on existing and new leases and periodically provide both hard and electronic copy to NCRA.** Will immediately review and download lease information into database. Database will instantly provide all information needed and generate reports requested.
9. **Analyze existing leases to determine if NCRA is receiving a fair market value, and make recommendations for implementing increased lease amounts where necessary.** Will immediately review leases, and via field trip, determine any encroachments that should come under lease, and then establish a fair market rate. Upon NCRA/NWP Co. approval, negotiate new lease rates or cancel lease (and/or remove encumbrance).
10. **From the observations in the task 2 field visit, and based on input from NCRA and NWP Co. staff, identify "stealth" encroachments, and make recommendations for entering into lease agreements.** (See answer to 9.)
11. **Manage new encroachment permit/lease requests, including obtaining the application, contract negotiation, processing, document preparation, collections, and obtaining appropriate approvals from NCRA and NWP Co.** (See above).

12. **Where appropriate market property to utilities and communications companies.** Utilizing Epic's extensive database and personal acquaintance of utilities and communication companies, will immediately place on market appropriate property rights. Will utilize GIS capabilities to demonstrate potential offerings. Boundaries can be shown. Marketing function consists of e-mail blasts, mailings, and advertisements, as well as personal contacts.
13. **All information exchanged between NCRA, NWP Co. and the property management firm will be confidential. Absolutely.**
14. **Advise NCRA on a timely basis regarding information related to the managed property.** Epic is keenly aware of all aspects of rail property management and the need to keep our clients informed and knowledgeable about our activities on a timely basis.

**Regarding schedule, all startup activities will be accomplished within six months including field visits and recommendations.**

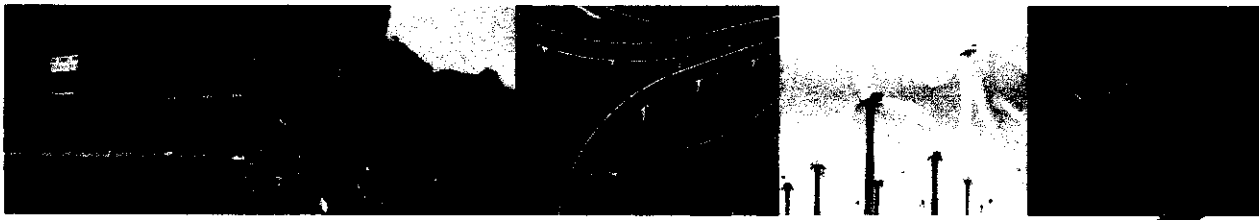
**Exhibit A**  
**Schedule of Professional Fees and Expenses**

**NOT TO EXCEED TIME AND MATERIAL PROPOSALS FEE FORMAT**

	<b>Hours</b>	<b>Hourly Rate</b>	<b>Total</b>
<b>Project Manager</b>	<b>30</b>	<b>\$150</b>	<b>\$4,500</b>
<b>Supervisory Staff</b>	<b>50</b>	<b>110</b>	<b>5,500</b>
<b>Analysts</b>	<b>75</b>	<b>90</b>	<b>6,750</b>
<b>Support Staff</b>	<b>10</b>	<b>60</b>	<b>600</b>
<b>Other (Principal in Charge)</b>	<b>16</b>	<b>180</b>	<b>2880</b>
<b>Out-of-Pocket Expenses</b>			<b>14,000</b>
<b>Not-To-Exceed Fee</b>			<b>\$34,230</b>

Assumes Existing Leases= \$250,000

Assumes New Leases= \$100,000



## **Epic Land Solutions, Inc.**

### **Duncan W. Robb, SR/WA –Project Manager**

#### **Education**

BS, Business Management,  
University of Redlands, CA

**Years Experience: 30**

#### **Registrations / Certifications**

California Licensed Real  
Estate Broker #00996731

Senior Member, International  
Right of Way Association,  
SR/WA #3009

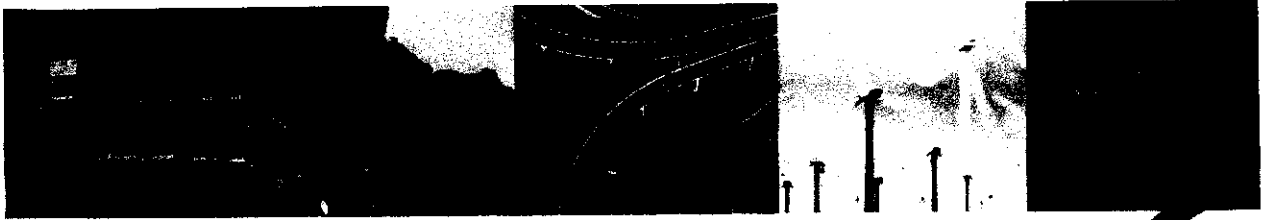
Asset Property Management  
Certified, International Right of  
Way Association

Mr. Robb has served over 30 years in the Right of Way industry, providing comprehensive project management and supervision to public and private entities. Most recently, Mr. Robb served as Real Estate Project Manager for Los Angeles County Metropolitan Transportation Authority (MTA). Throughout his 16 year career at MTA he developed and implemented practices for property acquisition management, leasing and asset management. He has a proven record in maximizing value and utility of properties in Los Angeles and San Bernardino Counties. Mr. Robb's established experience includes his role as a Corporate Broker, and manager of real estate for the Atchison, Topeka, and Santa Fe Railway. He is accomplished in all phases of contract negotiation and management of real estate for diverse uses.

#### **Project Experience**

**Metrolink High-Speed Commuter Rail System; MTA's Red Line (Subway); MTA's Pasadena Blue Line (Light Rail); MTA's Orange Line (High Speed Dedicated Bus Line); MTA's Exposition Line Los Angeles County Metropolitan Authority: *Real Estate Project Manager.*** Developed and implemented procedures to acquire, manage, lease and maximize the utility and value of MTA's real property assets. Provided real estate services to over 5,000 tenants, licensees and other users of MTA properties as well as SANBAG, PBLCA and the City of Los Angeles properties under formal management contracts. Developed an entrepreneurial approach in the management of MTA's real property assets; developed a surplus property listing that will generate over \$70 million in property sales; and implemented development of GIS to expedite and streamline the management of MTA's real estate base. Managed acquisition of over 300 miles of railroad rights of way from ATSF, SP and UP railroads for development of public transportation systems for MTA and SANBAG.

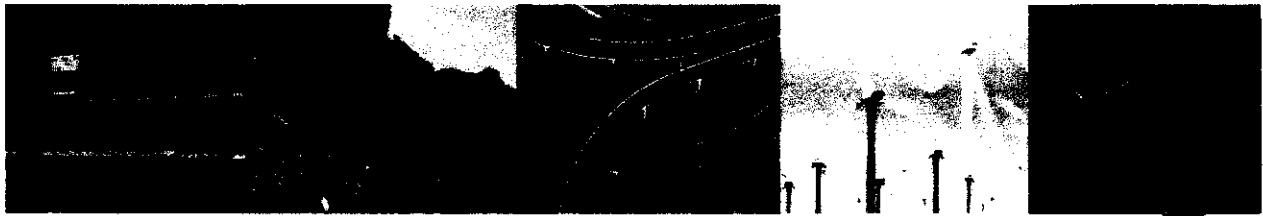
**Catellus Development Corporation: *Regional Project Manager & Corporate Broker.*** Directed the property management, leasing, granting of easements, and other property agreements in commercial, industrial and rural real estate in California, Arizona, Utah and Nevada. Managed a staff responsible for a lease portfolio of over 4,500 real estate agreements generating annual revenues of over \$12 million. Implemented a program to provide property management and leasing services for property owners.



## **Epic Land Solutions, Inc.**

**Atchison, Topeka and Santa Fe Railway: *Right of Way Agent.*** Managed various real estate and right of way properties in the South-Western states and conducted property appraisals for leasing and sale of surplus properties.

**Trade Corridor Improvement Fund Grade Separations, Orange County Transportation Authority, Orange, CA *Project Manager.*** Overseeing acquisition and relocation agents and utility relocation coordinators in acquiring property rights for OCTA's 7 grade separations. The grade separation projects involve the acquisition of property rights of way and the relocation of residences and businesses. Projects involve OCTA, BNSF, SCRRA and various local agencies.



## **Epic Land Solutions, Inc.**

### **Jim Overcamp, SR/WA – Principal in Charge**

#### **Education**

BA, Business, Real Estate,  
University of Colorado, CO

#### **Years Experience: 30**

#### **Registrations / Certifications**

California Real Estate Broker  
License #1330662  
Senior Member, International  
Right of Way Association, #3090

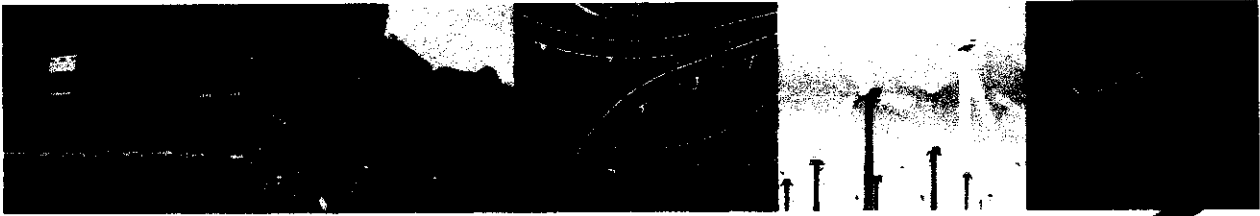
During the last 30 years, Mr. Overcamp has been involved in managing hundreds of projects and concluding thousands of real property transactions. He has been involved in the ownership and/or management of three consulting firms that provide real property services to infrastructure building public and private clients. As Vice President of Epic, he is responsible for managing complex projects and acquiring real property rights for client companies, government agencies municipalities and energy companies. Mr. Overcamp has managed the land department of a large multi-state utility, served as Executive Vice President of the International Right of Way Association, and been Publisher and Executive Editor of a subscriber-paid industry newsletter *Land Rights News*.

#### **Project Experience**

**Southern California Logistics Airport, Victorville, CA *Project Manager***. Provided Acquired properties from 35 property owners and provided relocation assistance for 15 households. Public outreach meetings were held to assist the property owners and tenants in understanding the project and acquisition and relocation process. Efficiently managed appraisal reviews, acquisitions and negotiations, document preparation, relocation condemnation support and demolition.

**I-5 at Western Access Program, Glendale, CA. *Project Manager*** Implemented this high-profile, multi-faceted and complicated transportation project on a turnkey basis with oversight from Caltrans. Management included all acquisition, relocation assistance and property management services and collaborating a team of 8 subconsultants for environmental, real estate appraisal, review appraisal, goodwill, title and legal. Key achievements included completing complex acquisitions in critical time constraints in order to meet state and local funding deadlines.

**I-15-La Mesa/Nisqualli Rd. Interchange, Victorville, CA. *Advisory Project Manager***. Provided title, appraisal, appraisal review, acquisition and negotiation, relocation assistance, obtained necessary right of way dedications, easements, rights of entries and temporary construction easements and property management. Management included acquisition of over 40 full and part take acquisitions and five business and residential relocations. The project received funding by the Federal Highway Administration and oversight by Caltrans.



## **Epic Land Solutions, Inc.**

**Nogales Street South Grade Separation, Alameda Corridor East Construction Authority, Acquisition Manager** The Nogales Street South grade separation is a component of the Alameda Corridor East project plan that will impact approximately 40 parcels consisting of fee acquisitions, relocation, and easements including permanent, utility, aerial, footing, and temporary construction easements. As acquisition manager, Mr. Overcamp is overseeing all full, partial and temporary acquisitions for the grade separation ensuring all Federal, State and local regulations are met.

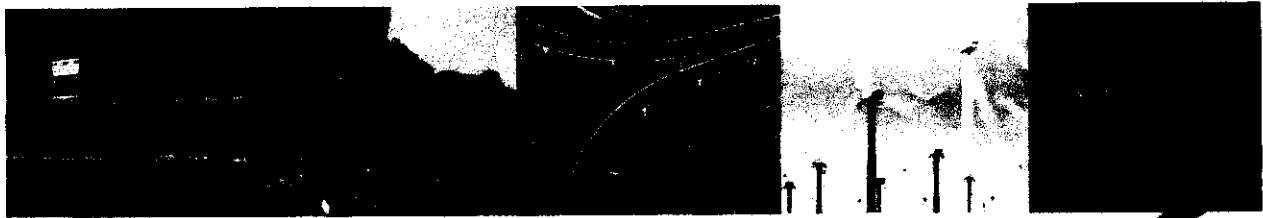
**Peyton Drive/Eucalyptus Avenue Widening, Chino, CA. Project Manager.** Managed all real property services for the city including the Peyton Drive/Eucalyptus Avenue project— acquired ten parcels and relocated displaces of two residences. Used “advanced acquisition” process (prior to environmental clearance). One transaction required a swap with the County Sherriff and another impacted a horse ranch that had to be relocated.

**Greenpath/Sunrise Project, San Diego County, CA.** Provided right of way acquisition services for the Greenpath 500kv transmission line project. Participated in public outreach meetings to explain the project to landowners and to respond to any questions about right of way acquisition. Also obtained rights of entry permits, prepared right of way cost estimates for the proposed alignment. Approximately 225 parcels were involved.

**Sunrise Powerlink 500kV Project, San Diego County, CA:** Prepared a land cost estimate study and report for San Diego Gas and Electric's Sunrise Powerlink 500-kV project. Services included GIS and geospatial analysis, collection, analysis and interpretation of sales and listings from electronic land records and MLS databases. Additional services included forecasting of values with local real estate brokers, appraisers and SDG&E's Land Management Group, and auditing of mailings and subsequent negotiations to secure permits to enter for environmental analysis.

**Multiple Green Power Developer Projects, Texas, Illinois, California & Montana:** Performed feasibility site studies for clients looking to develop wind power. Identified sites, researched properties and presented information to assist clients in determining site feasibility.

**Tri-State Generation and Transmission Association, Inc.:** Provided real property management services for a wholesaler of bulk electrical power serving three states. The twenty-five-member department was responsible to the company for site selection, engineering and legal surveying, acquisition and relocation, appraising, maintenance-including restoration and leasing, and disposal of its real property.



## **Epic Land Solutions, Inc.**

### **Holly Rockwell – Advisory Manager**

#### **Education**

BS, Economics, Wharton School of Business, University of Pennsylvania, PA

#### **Years Experience: 15**

#### **Registrations / Certifications**

Certified Public Accountant, State of California #71966  
California Real Estate Salesperson License #1341172  
Right of Way NAC, International Right of Way Association  
Notary Public, State of California #1340302

As President of Epic Land Solutions, Inc., a full service right-of-way consulting firm, Ms. Rockwell is Epic's Overall Relationship Manager for Riverside County Transportation Commission. Projects include the Perris Valley Commuter Rail Line, SR-60, SR-74, and SR-79 Highway Projects, Property Management, GIS and Database Services, Interim Property Management and Demolition services. Ms. Rockwell has also managed numerous other large-scale projects involving acquisitions, relocations, property management, excess land sales and other real property support for Los Angeles Unified School District, San Diego Gas & Electric, Orange County Transportation Authority, and the Redevelopment Agency of the City of Rialto. She is experienced in Federal and State regulations governing projects with funding from FHWA, FTA, HUD, Caltrans, redevelopment and local taxes/bonds. Prior to establishing Epic Land Solutions, Inc., she was a manager with a global consulting firm in their Real Estate and Financial Services Division, where she supervised large-scale consulting engagements for institutions in the United States and Europe.

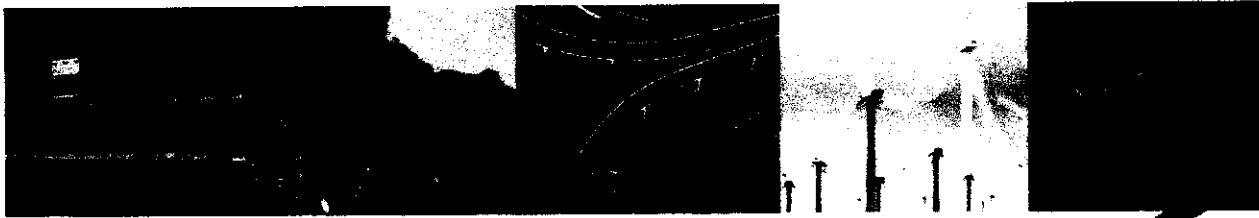
#### **Project Experience**

##### **Property Management, Riverside County Transportation Commission, Riverside, CA *Overall Relationship Manager.***

Exclusive provider of property management services for Riverside Transportation Commission "RCTC". Includes reviewing and upgrading licenses and leases on RCTC railroad property, disposing of excess lands, certifying highway rights-of-way with Caltrans, developing a property management and tenant contract database, reviewing and resolving title and boundary issues, selling excess lands, and drafting policies, performing appraisals for insurance purposes, and drafting procedures for property management.

##### **Property Management, Right of Way, Feasibility Studies, Excess Land Studies, Orange County Transportation Authority, *Project Manager***

Ms. Rockwell has worked with Orange County Transportation Authority (OCTA) on a variety of different projects. Epic was retained to draft portions of the OCTA right of way policies and procedures manual that is currently used to govern OCTA's acquisitions, relocations and property management activities. Epic was also retained to audit the acquisition files and documents for the purchase of the "Orange/Olive Subdivision" or "LOSSAN" railroad right of way from Atchison, Topeka and Santa Fe (now Burlington, Northern and Santa Fe). The audit resulted in correction of deficiencies and perfecting OCTA title and documentation of the railroad. In addition to numerous projects, Epic performed feasibility and cost studies on the proposed Centerline project. Cost estimates included acquisition, severance, relocation, and goodwill. The feasibility studies and cost estimates



## **Epic Land Solutions, Inc.**

were utilized by OCTA to assist in determining the best location for future potential station sites.

**Perris Valley Line, Riverside County Transportation Commission**  
*Overall Project Manager.* Providing right of way services to RCTC in order to support the acquisition of real estate track improvements and rail stations on the Perris Valley Line rail project. Oversaw numerous feasibility studies, cost estimates, appraisals and reports. Acquisition of land includes advanced acquisitions dedication, quit claim deed, land exchange to accommodate potential station locations and layover facilities. Oversees GIS and database team which manages the Commission's real estate and license activities. Database team designed, built and implemented real estate management solution to administer issues relating to licenses, leases, easements on Commission properties as well as verify existing facilities, identify and resolve encroachments. Utilized GPS to identify specific locations of all facilities. Identified all pipeline owners, identified all active or vacant pipelines, diameter, and then created custom maps.

**SR-74 Lamb Canyon, Riverside County Transportation Commission, Overall Project Manager.** Oversaw audit of RCTC acquisition files to ensure they were in conformity with Caltrans standards. Epic investigated 66 ownerships and provided resolutions. The investigation included obtaining and reviewing right of way ownership maps, comparing maps and reviewing legal descriptions to ensure acquisition of correct area, reviewing encumbrances and liens to ensure clear title; identifying any deficiencies in documents and performing field investigation of right of way and properties. The resolutions process involved revising maps, taking corrective measures to meet Caltrans requirements and recommending sale of surplus properties per regulations pertaining to sale of government lands. Epic presented findings to Caltrans staff and RCTC committee.

**Valley View Avenue Grade Separation, City of Santa Fe Springs, CA Project Manager.** In charge of Providing turnkey right-of-way services for the construction of the grade separation project. This includes utility coordination and relocation, environmental studies, title, appraisal, negotiation and acquisition, relocation, goodwill, right-of-way certification, public outreach and eminent domain support. This project requires coordination with Federal Transit Administration (FTA), City of Santa Fe Springs, City of La Mirada, CalTrans, Burlington, Northern and Santa Fe and Metrolink.



## **Epic Land Solutions, Inc.**

### **Casey Overcamp –Database Development**

#### **Education**

BS, Business Administration with emphasis in Accounting, Biola University, CA

#### **Years Experience: 12**

Mr. Overcamp brings together project management skills and technology to manage and deliver successful projects. Mr. Overcamp has managed several key right of way projects for cities, counties, transportation agencies, and utilities. Using his extensive background in large-scale software projects, Mr. Overcamp has managed the development of several custom right of way database applications including integration with GIS (Geographic Information Systems). In addition to negotiation and acquisition, Mr. Overcamp also has experience in Property Management including acting as a liaison between property owners and tenants, developing procedures for the managing property owners and tenants, developing procedures for the managing property, and managing the receivables. Having a degree and experience in accounting, Mr. Overcamp understands the financial picture of a project and manages the budget accordingly.

#### **Project Experience**

##### **Property Management / GIS/Database, Riverside County Transportation Commission, Database *Project Manager* Mr.**

Overcamp managed the development of a \$225,000 software development project to support the Riverside County Transportation Commission right of way activities. The project included a full life cycle beginning with concept and design to detailed design, development, testing, implementation, and post-implementation support and modifications. Mr. Overcamp's database and GIS team continue to develop enhancements and modifications to RCTC's application including full GIS integration.

**File License Review Database Management, Orange County Transportation Authority (OCTA), *Project Manager* Mr.** Overcamp managed the design, development, and implementation of a license or permit database to manage OCTA's 1000+ license agreements. In support of Epic's property management team, Mr. Overcamp not only conducted detailed interviews with subject matter experts, but also engaged in the property management team with hands-on assistance in reviewing contracts, conducting field visits, identification of encroachments, encroachment resolutions, and identification of areas for revenue maximization. With the "hands-on" approach, Mr. Overcamp designed a successful database application to provide a single electronic data repository to replace hardcopy files with streamlined searchable datasets and a user friendly interface.



## **Epic Land Solutions, Inc.**

**New Schools Program, Los Angeles Unified School District,**  
*Database Project Manager* Mr. Overcamp created an internal database to facilitate a 400+ acquisition and 200+ relocation project. Workflow focused database provided project managers to get instant collective status information.

**Prado Dam Relocations, Orange County Flood Control District,**  
*Database Project Manager* OCFCD engaged Epic to create a right of way tracking system for their multi-departmental environment. Mr. Overcamp conducted all design tasks related to the system.

**Airport Closure Relocation Project, Rialto Airport, Database Project Manager** As part of the closing of the Rialto Airport, 135 relocations are being performed by Epic's relocation team. Mr. Overcamp managed a development staff in the creation of a custom database specific to airport tenants.

**Mid County Parkway, Riverside County Transportation Commission, Riverside, CA Database Manager** Providing alternatives analysis for proposed 32-mile transportation corridor in Riverside County. GIS supports right of way estimates and other studies regarding acquisition cost and relocation impacts needed, making note of special problems or unusual circumstances, identifying and verifying sensitive issues.



## **Epic Land Solutions, Inc.**

### **Karen Starr, CPM® – Property Manager for Commercial Advice**

#### **Education**

BS, Business Management,  
University of Redlands, CA

**Years Experience: 20**

Ms. Starr handles our major clients' property management needs including the City of Victorville Redevelopment Agency, the City of Riverside, the Riverside County Transportation Commission, and the Social Services Department for the County of Orange. Ms. Starr is a Certified Property Manager with more than 20 years experience in all aspects of property management and project management. Property management experience includes over one million square feet of commercial and residential property in Los Angeles and San Bernardino County comprised of neighborhood retail centers, industrial parks, mobile home parks, residential and restaurants. Ms. Starr has an in-depth knowledge and understanding of Landlord and tenant law, and all applicable government regulations relative to leasing. She has managed all financial transactions including rent collections, monthly reports, financial statement reviews and budget preparation. Ms. Starr has a demonstrated talent for working with diverse organizations and all levels of management. She has been directly involved in all property maintenance, security, CAM reconciliations, tenant improvements, center remodels and special projects.

#### **Registrations /**

##### **Certifications**

Certified Property Manager  
Designation #15165

California Licensed Real  
Estate Broker #01043389

General B Contractor License,  
CA #6782631

#### **Project Experience**

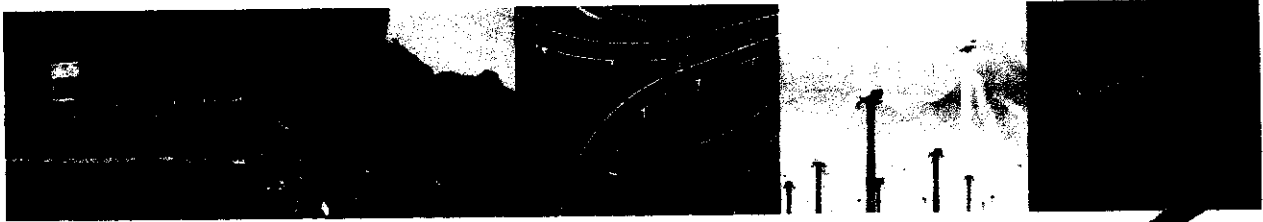
**Utility File License Review, Riverside County Transportation Commission *Project Manager*.** Overseeing team performing file and license review of the Commissions leases of the Perris Valley Line. Identifying and providing action to remedy encroachment of properties.

**SR-60/I-215 East Junction, Riverside County Transportation Commission *Property Manager*.** Providing property management services to the Commission including securing property to prevent vandalism, performing hazardous materials testing, mitigation and removal, demolition of structures, clean up and disposal of debris.

**I-15/La Mesa Road/Nisqualli Road, City of Victorville, CA: *Property Manager*.** Providing turn-key right of way services including acquisition, relocation, property management, demolition and clearance.

**Old Town, City of Victorville Redevelopment Agency, CA *Property Manager*.** Provided full service property management of residences and 2 mobile home parks, for voluntary acquisition project.

**Regional Recharge & Recovery Program, Mojave Water District, Mojave, CA *Project Manager*.** Reviewing title reports, preparing easement or deed documents, negotiating with landowners and arranging payment and/or coordinating escrow to monitor reservoir sites, and pipeline, turnout and storm drain easements.



## **Epic Land Solutions, Inc.**

### **Additional Experience:**

#### **Property Management**

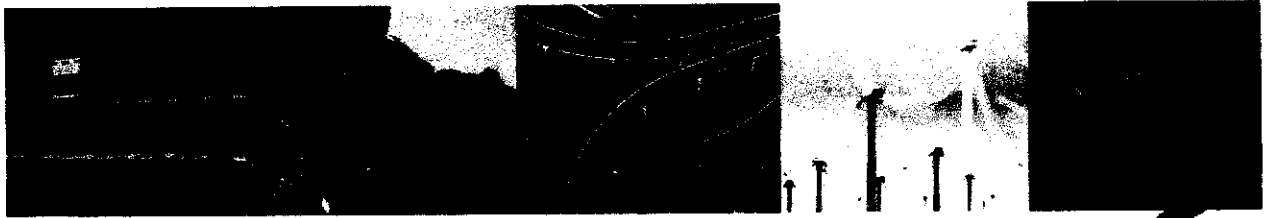
Responsible for all aspects of property management for commercial and residential property in Los Angeles and San Bernardino County. Responsibilities included lease negotiations and lease preparations; overseeing remodeling and tenant improvements; working closely with appropriate agencies on entitlement and eminent domain issues; working closely with government agencies, inspectors, architects, vendors and contractors; responsible for financial reports and operating statement review for numerous partnerships and LLC's; preparing budgets and CAM reconciliations; participating in design, budget and construction of new centers; hire, train and supervise property manger, administrative and maintenance personnel.

#### **Project Management**

Full property management services provided for the following, including leasing, lease market analysis, rent collections, monthly reports, financial reviews, maintenance, security, budgets, CAM reconciliations, tenant improvements, center remodels and special projects:

#### **Construction Projects**

As part of the construction team, prepared cost and income projections, selected contractors to bid, awarded contracts, worked with the architects and cities through the entitlement process, prepared development budgets, and managed the demolition and construction project through the final inspection and certificate of occupancy.



## **Epic Land Solutions, Inc.**

### **Mike Kaiser –Lease Analyst & Right of Way Supervisor**

#### **Education**

BS, Geography  
California State University,  
Long Beach, CA

#### **Years Experience: 40**

Mr. Kaiser has been a corporate real estate manager with nearly 40 years of experience in land acquisition and sales (both fee and easement parcels), appraisal, title review, property management, and contract preparation. Twenty-six of these years were spent with the Southern California Edison Company. He has coordinated environmental reviews, entitlement processing, zone changes and general plan amendments for many types of properties. Mr. Kaiser has managed property inventory data bases for Edison, the Orange County Transportation Authority, and the Riverside County Transportation Commission. He holds a Bachelor of Science Degree in Geography/Geology from California State University Long Beach, and is a licensed Real Estate Salesperson (#01226734) in the State of California.

#### **Registrations / Certifications**

California Licensed Real Estate  
Salespersons #01226734

#### **Project Experience**

**Utility License Review, Riverside County Transportation Commission Senior Agent.** Coordination with BNSF and Metrolink on management issues relating to licenses, leases and easements on RCTC projects. Determining market rents and negotiating licenses with Metropolitan Water District (MWD), EMWD, WMWD, Kinder Morgan and Questar.

**Property Management, Riverside County Transportation Commission Senior Agent.** Reviewing and upgrading license and leases on RCTC railroad property, disposing of excess lands, certifying highway rights of way with Caltrans, reviewing and resolving title and boundary issues, obtaining fair market rent for leases.

**File Review, Orange County Transportation Authority, Orange, CA Senior Agent.** Reviewed licenses, leases and easements on the Authority's railroad property. Including verifying existence of facilities and contractual deficiencies, identifying unauthorized encroachments, providing recommendations and implementing resolutions.

**Line 800 Easement Acquisition, Sempra Utilities (Southern California Gas Company), CA Project Manager.** Acquiring new permanent easements for pipeline project near Stanton, CA. Provided title research, updated easements, obtained new easements using quit claim. Negotiated with 40 land owners to obtain new easements including special use properties (orchards) and entitled land.

**29 Palms; Cuyama-Casitas, Sempra Utilities (Southern California Gas Company), CA Assistant Project Manager.** Performing title research and curative works; analyzing and reviewing legal descriptions; performing due diligence, negotiation, franchising and permitting, encroachment clearance



## **Epic Land Solutions, Inc.**

and documentation; and mapping review.

**I-5 at Western Avenue Access Program, City of Glendale, CA *Senior Agent.*** Provided turnkey right-of-way services including right of way data sheets/cost estimates, appraisal, goodwill appraisal, acquisition, relocation, and property management.



## **Epic Land Solutions, Inc.**

### **BJ Swanner – GIS Manager**

#### **Education**

BS, Geography, Emphasis in GIS  
and Remote Sensing  
University of California, Los  
Angeles, CA

#### **Years Experience: 2**

Mr. Swanner is a GIS Manager with a history of successfully implemented GIS projects in a variety of applications. His skills include geospatial data analysis and database management. He has supported a number of acquisition, relocation and property management projects by providing real time data and analysis for redevelopment agencies, utility companies, alternative energy companies and transportation agencies. His skills include exceptional data acquisition capabilities from both internet and real world sources. Mr. Swanner is an integral player in Epic's proprietary software program, Epic Project Manager (EPM). He is also fluent in Spanish.

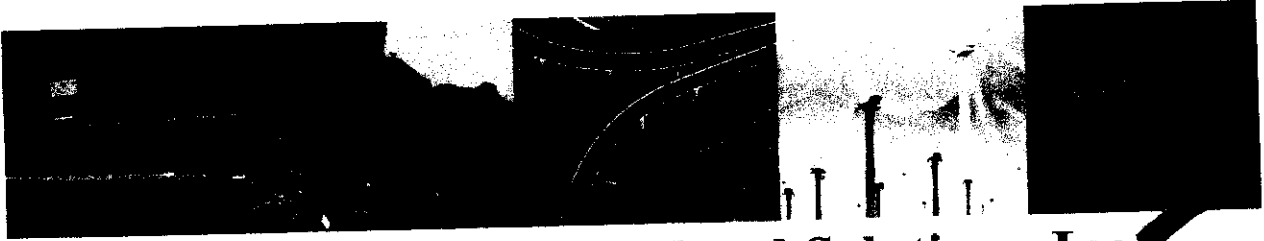
#### **Project Experience**

**RCTC Global Application (RGA), Riverside County Transportation Commission), Riverside, CA:** Instrumental in designing, building, and implementing the RCTC primary real estate software management solution (RGA). Compiled data related to RCTC's property interests, encumbrances, and license agreements including license agreements for all utilities that cross the Perris Valley Line. Assisted in the creation of the geodatabase to display information in map form.

**Perris Valley Line, Riverside County Transportation Commission, Riverside, CA:** Prepared mapping of proposed sites along the Perris Valley Rail Line based on station designs. Provided GIS support for double track analysis. Identified and mapped affected utilities along the rail corridor.

**Green Power Company #1, Oregon:** Performed feasibility site studies for private energy company looking to develop property for wind and solar power. Identified potential sites by establishing criteria based on topography, wind speeds, proximity to transmission lines, property ownership and other factors. Researched properties, established databases, utilized GIS mapping to present information to assist client in determining whether or not wind/solar site was feasible and prioritized which property should be pursued first.

**Green Power Company #2, Riverside, CA:** Epic's client was considering the development of a solar energy project in one or more phases. The total capacity of the project was estimated between 300 MW to 350 MW. Located near Blythe, in Riverside County, required Epic to provide GIS analysis showing land ownership in the area, roads, bodies of water and electrical transmission lines. Discussed with the client GIS analysis and findings to prioritize approach to landowners.



## **Epic Land Solutions, Inc.**

**Green Power Company #3, Tehachapi, CA:** Investigated land for potential wind energy development with GIS and database tools. Analysis used for leasing and purchasing land for multiple wind lease projects.

**Green Power Company #4, San Diego, CA:** Using GIS and database technology, performed feasibility/cost studies for various alternative energy projects. Used information to acquire land via purchases, options, leases and agreements.

**Mid County Parkway, Riverside County Transportation Commission, Riverside, CA:** Providing alternatives analysis for proposed 32-mile transportation corridor in Riverside County. GIS supports right of way estimates and other studies regarding acquisition cost and relocation impacts needed, making note of special problems or unusual circumstances, identifying and verifying sensitive issues

**High Speed Rail, Los Angeles to Orange County Segment, LA/OC Counties, CA:** Providing and updating supplemental GIS maps as needed to support EIR/EIS and design efforts. Assimilate updated alignment locations and information. Provide views of aerials with map updates, preliminary utility data, overlays and other imagery.

**Old Town, City of Victorville, CA** Utilized GIS to track the status of individual properties to provide an effective way to easily ascertain the status of individual parcel acquisitions. Tracking also included issues and contacts with property owners along the project right of way. The cross reference of GIS which identified property maps and the names of property owners aided the acquisition, relocation and property management processes.

**I-215 Median Widening, Riverside County, CA:** Created database to assist in early right of way studies for Data Sheet and cost estimates supporting the Project Report/Environmental Document. Database and GIS included project parcel maps to aid in tracking of granting of rights of entry, temporary construction easements, verbal agreements, and personnel identification documents.