

July 11, 2014

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP WITH

Fort Schuyler Management Corporation

IN CONJUNCTION WITH THE SUNY COLLEGE OF NANOSCALE SCIENCE AND ENGINEERING



THE **PIKE** COMPANIES



EYP/



ONE CIRCLE STREET, ROCHESTER, NY 14607 | TEL 585.271.5256 | www.thepikecompany.com
210 CLIFTON CORPORATE PKWY, CLIFTON PARK, NY 12065 | TEL 518.371.5900 | www.thepikecompany.com

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP

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July 11, 2014

Alicia Dicks, President, FSMC
c/o Joseph Schell, Procurement
SUNY College of Nanoscale Science and Engineering
257 Fuller Road
Albany, New York 12203

RE: Request for Proposal for a Strategic Research, Technology Outreach, Business Development, Manufacturing, and Education and Training Partnership with a Qualified Local Developer in the Greater Rochester Area

Dear Ms. Dicks,

Since being founded in Rochester, NY in 1873, The Pike Company has embodied the characteristics that have made New York known throughout the world as a remarkable place to work and live. Over these past 140 years we have achieved prosperity fueled by innovation, education and an unflappable New Yorker spirit of perseverance and hard work. We have also been faced with the challenges of changing economic trends and national tragedies. As New Yorkers do, we remained true to our faith and support of our communities, focused on the education of our youth and the training of our workforce to participate in new technologies and business services.

Today, New York is a shining light for all the world to see. With the leadership of our Governor and the vision of the SUNY College of Nanoscale Science and Technology, our great state is truly “where the world innovates.” How proud all of us at The Pike Company are of New York’s position on the world stage “as a global leader in high-technology research and development” where our “Tech Valley (and the Tech Corridor stretching from the Hudson Valley to Buffalo) produces a world-class workforce, shovel-ready sites and competitive incentive to ensure a company’s success” - as promoted by NY loves Nanotech.

The New York State Department of Labor reported on June 19, 2014 that “New York State’s economy continues to grow in 2014:

- ▶ adding 21,300 private sector jobs
- ▶ outpacing job growth nationwide
- ▶ in the 8th consecutive month of private sector gain

The strategic positioning of New York as the recognized global leader in high-technology research and development and as the world innovator with “New York- Accelerating the Nanoelectrics Era” is fueled by our state being “among the largest public research capacities in the world”*.

The Pike Companies is committed to and would be proud to be a partner with the Fort Schuyler Management Corporation in conjunction with the SUNY College of Nanoscale Science and Engineering as the local developer in the Greater Rochester Area. The Pike Companies team offers exceptional qualifications and experience which we have presented for the selection committee’s evaluation in the attached proposal in response to the RFQ.

*START-UP NY

The Pike Companies Team as a partner, with FSCM and SUNY CNSE brings:

- ▶ uncompromising business values
- ▶ over 140 years of proven experience and track record
- ▶ strong financial resources
- ▶ extensive Rochester Area real estate market experience
- ▶ unique new business manufacturing and technology marketing knowledge and experience, nationally and internationally
- ▶ demonstrated commitment to the growth of education, research, advanced manufacturing and community in the Greater Rochester Area and NYS.

As Governor Andrew Cuomo said, “creating jobs and welcoming business are both critical to our future- New York State is open for business.” Thank you and we are excited to become a part of this remarkable team to roll up our sleeves and get to work and let the world know that as a part of the New York State initiative, Rochester New York is “open for business.” As the authorized officer to negotiate and execute agreements on behalf of The Pike Companies, should you have any questions or concerns please contact me at (518) 527-9991 or via email at cornp@pikeco.com.

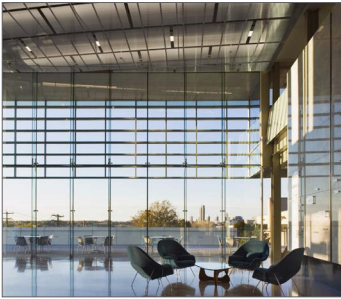
Sincerely,

Peter Cornell
President, Pike Development

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Experience & Track Record



In response to the request for proposal for a strategic research, technology outreach, business development, manufacturing, and education and training partnership with a qualified local developer in the Greater Rochester area, we are pleased to have as part of the Pike Companies Team:

- ▶ Pike Development
- ▶ The Pike Company, Inc
- ▶ EYP
- ▶ THE CABOT GROUP
- ▶ Shaye Global, LLC

This entire team is proud to have been founded and headquartered in New York State.

The Pike Company has been a leading construction firm in New York State for over 140 years, providing exceptional estimating, value, engineering, scheduling, bidding, development and construction management services. Our diverse portfolio encompasses a variety of projects including premium office space, medical, higher education, industrial, research and development, and more. We are proud to be at the forefront of green building, and are currently working on many projects pursuing LEED certification. Currently Pike has over 40 LEED Accredited professional in project management, estimating and site disciplines who are experienced in all LEED processes and procedures.

EYP Architecture & Engineering is an expertise-based, integrated architecture and engineering design firm that specializes in sustainable design for higher education, energy, government, healthcare and corporate markets, employing more than 400 professionals. Founded in 1972 in Albany NY, EYP has been a prominent firm working on more than 100 projects in the State of New York. The firm believes that a sustainable built environment means more than simply achieving LEED certification. It means that each EYP project is engaged to fully understand its surrounding social and environmental systems, and how the project will interact, both physically and culturally.

EYP's expertise and innovation have been recognized by media including The New York Times, The Wall Street Journal, The Chronicle of Higher Education, Architectural Record, Architect Magazine, Building Design + Construction, Engineering News-Record, National Public Radio, and the History Channel.



THE CABOT GROUP has been involved in the development and management of high tech properties for over twenty years through its collaboration with the area's two largest health care systems, and the internationally recognized and acclaimed research initiatives spawned by the University of Rochester. In the past ten years for just the U of R Medical Center and Rochester General Hospital, CABOT has facilitated lease transactions totaling

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over 2.3 million sq ft of space valued at \$387 million in lease payments. Acting as a valued counselor to these organizations for over two decades, CABOT has dedicated itself to understanding the intricate details of their respective business objectives. This immersion has allowed CABOT to more effectively and efficiently provide site selection, leasing, construction and facility management services

to these high profile clients. Because CABOT so thoroughly understand the businesses their clients are in, they are able to foresee potential problems that could hamper business objectives and negatively impact short term profitability and long term growth. CABOT has been retained by these clients for decades, showing their recognition and appreciation of the value that THE CABOT GROUP has brought to the table.

Gerry Shaye brings over 40 years of international business experience to the Pike Companies team which includes 23 years with the New York State Department of Economic Development / Empire State Development. With the ESD, Mr. Shaye promoted NYS manufacturing and export opportunities as well as attracting Foreign Direct Investment.

The projects detailed on the following pages showcase The Pike Companies' team experience in the Greater Rochester area and beyond.



Cleanroom & Laboratory



GLOBALFOUNDRIES

MALTA, NEW YORK

The Pike Company is supporting GLOBALFOUNDRIES as their Owners Project Managers for their project in Malta, New York. The project, one of the largest in the United States, now totaling over \$100,000 in construction costs. Pike is providing over 50 full time staff who are embedded within the facility working hand in hand with the GLOBALFOUNDRIES project management organization. The scope of services includes: staff augmentation, estimating, scheduling, project controls, lead construction, safety, and site logistics. (1) (2)



High Bay Cleanroom

ROCHESTER, NEW YORK

This fast track design-build project had a schedule of four months from start to finish. The project was defined as the renovation of 4000 square feet of existing space into a clean zone room with a Class 100 soft wall cleanroom, a Class 1000 soft wall gown room, and a Class 10K prep area. The 20 foot AFF Class 100K Assembly area holds two vibration isolation alignment towers and twin two-ton bridge cranes with an 18 foot hook height. Pike completed this high bay facility per Federal Standard 209E – Classification 100,000, Classification 10,000, and Classification 100. (3)



Nexpress Building 308 Cleanroom

ROCHESTER, NEW YORK

Pike managed the construction of this \$5.2 million project for the Nexpress cleanroom in Building 308 for the Eastman Kodak Company. This cleanroom was Class 10,000/100, ballroom-style construction. Construction was phased and the schedule incorporated clean equipment manufactured in Japan. Not only did this manufacturing cleanroom contain clean equipment, it also included a super dry environment. (4)



Omega Lab Addition

AMHERST, NEW YORK

Pike managed the architectural construction portion of the Omega Lab Addition at the University of Rochester. This addition upgraded the laser target facility. Unique features include a plenum supply air system that was provided in the Optical Zones through a perimeter wall system. The cleanroom portion was built under cleanroom protocols that were developed, documented, and implemented by Pike Company project management. (5)



NCS Cleanroom

ROCHESTER, NEW YORK

Pike managed the construction of the USP General Chapter 797, Class 1,000 Pharmaceutical Compounding – Sterile Preparations Cleanroom. This project was performed for NCS, a division of Omnicare.

Cleanroom & Laboratory



Robotics Laboratory, NASA Goddard Space Center

NASA FACILITY, GAITHERSBURG, MARYLAND

Pike performed general construction services for a class 10,000 cleanroom for NASA that included ceiling heights of 60 feet with finished floors. The site was constructed to load and refurbish satellites. Pike provided construction services for the foundation of the cleanroom structure and also the walls, ceilings and electrostatic flooring. (1) (2)



International Business Machines, Cleanroom Facility, Phase I-IV

MANASSAS, VIRGINIA

General construction services were provided for a semiconductor chip, Class 10 cleanroom facility. This seven-year project included vertical laminar flow air purification with HEPA filters, porcelain-coated panel rooms, and a complete teflon-coated system to handle special chemicals. (3)



Eastman Kodak Company, Riverwood Education Center

ROCHESTER, NEW YORK

Pike completed general construction for the Riverwood Education Center, designed to house the instructional and marketing space for Eastman Kodak. The center includes instructional classroom space and a laboratory building. Laboratories include space specifically designed to support Kodak's chemical processes.



Clark Street Technology Development Campus

ENDICOTT, NEW YORK

Pike performed general construction services for a research and development laboratory facility. The lab space includes cleanrooms for the development of computer discs. The scope of services for this project included project management, supervision, scheduling, estimating, and technical inspections. (4)



Regeneron Tenant Improvement

TARRYTOWN, NEW YORK

This expansion consists of two new, four-story buildings with covered mechanical penthouses comprising approximately 300,000 aggregate square feet. A separate, one-story Innovation Center of approximately 6,000 square feet and a 758-car, 4-story parking garage also will be constructed. Work under the TI Phase includes complete architectural and MEP fit up of the two new buildings, the elevated walkways, and the Innovation Center. Programmatic needs call for more than 60,000 square feet of new laboratory space. (5)

Cleanroom & Laboratory



Monroe County Crime Lab

ROCHESTER, NEW YORK

Pike provided construction management services for the construction of the new four-story, state-of-the-art crime laboratory, which services eight surrounding counties. The facility offers forensic services for forensic biology/DNA, high sensitivity DNA, trace evidence analysis, firearms and tool marks, drug analysis and fire debris analysis, computer forensics and crime scene response and vehicle examination.

The project was awarded LEED Platinum Certification from the U.S. Green Building Council. The building's sustainable design features include porous pavement to avoid storm runoff, a white roof so the building retains less heat, low light from the building at night to limit light pollution, designated parking spaces for carpooling and bike racks. The exterior was constructed with recycled materials and materials found within 500 miles of the project site. Through a rain harvesting system, landscaping will be watered with rainwater. (1) (2)



Ophthalmology Lab Research Renovation, HEAL Grant

UNIVERSITY OF ROCHESTER MEDICAL CENTER, ROCHESTER, NEW YORK

Pike provided construction management services for a 22,700 square foot renovation of the U of R Medical Center. This consisted of a multi-phased renovation and MEP modernization as well as developing the logistics and phasing plan to allow adjacent work spaces to remain in operations. Renovations were completed in six areas including an eye procedure room, animal research and exam spaces, patient research and exam spaces, offices and research labs. The project also included a 4,000 sf Vivarium component for animal and rodent storage. (3)



Alliance Precision Plastics Cleanroom

ROCHESTER, NEW YORK

Pike provided general construction services for a new 4,800 square foot, Class 100,000 cleanroom at Alliance Precision Plastics. Scope of work included flooring, walls, painting, ceilings, and air purification with HEPA filters.



Bristol-Myers Squibb

EAST SYRACUSE, NEW YORK

Cryogenics Lab: This project involves the demolition of 36 former manufacturing buildings totaling over 441,000 square feet. Work included penicillin remediation and ACM remediation as well as major excavation and utilities relocation. The work was performed without disrupting the neighborhood and any existing buildings which are maintaining operations. Project equipment in the laboratories went through an extensive decommissioning and adulteration process. (4)

Labs B 87/ B 57: The second phase involves the demolition of 11 former manufacturing buildings totaling over 150,000 square feet. Work included penicillin remediation and ACM remediation as well as piping and services relocation without disrupting any buildings which are maintaining operations. Equipment in the laboratories went through an extensive decommissioning process. (5)



Medical



University of Rochester Medical Center

ROCHESTER, NEW YORK

New Cancer Center: Pike provided construction management services for the new, state-of-the-art James P. Wilmot Cancer Center adjacent to the existing Ambulatory Care Facility. The \$57 million Wilmot Center provides world-class comprehensive cancer care to the Rochester community and includes: patient clinics and patient/educational amenities, Infusion and Aphaeresis, Radiation Oncology, Dry Research, Transitional Research, faculty offices and support, administration offices and auxiliary services. (1)

Cancer Center Vertical Expansion: Construction management at risk services for the four story vertical expansion of the Medical Center's James P. Wilmot Cancer Center. The project completed the penthouse level of the existing four story, cast-in-place concrete framed structure, and add three new use floors and a new mechanical penthouse. (2)

OR Renovation/Lithotripter/Anesthesia/Radiology: General construction services were provided for this three-phase project.

Emergency Department Observation and Transition Bed Expansion: General construction services for a 10,000 square foot expansion for the emergency department. The expansion provides 20 new beds for the department. Work was executed while the department remained operational. (3)

R-Wing: Pike provided construction management and general construction services for renovations and modifications to five floors while maintaining security for the staff and the public.

D-Wing: Construction management and general construction services were performed to convert the entire D-Wing into new lab and research space.



Unity Health System

ROCHESTER, NEW YORK

General construction services were provided for the hospital's new **Dental and Dialysis Center**. This four-month project consisted of interior demolition of approximately 15,000 square feet of existing ground floor receiving/sterile storage area and approximately 5,000 square feet of second floor operating/ambulatory recovery area. On site activity began three days after the owner award meeting. (1)



Genesee Hospital

ROCHESTER, NEW YORK

Pathology Lab: General construction services to excavate the existing basement to construct a lab high-tech fume hoods for working with diseased tissues, which required special ventilation systems. (5)

Parking Garage and the Wolk Access Center: Project was delivered four months early. In addition, Pike saved the hospital over \$1 million on this project and earned a Build New York award for the work. (5)



Medical



SUNY Update Medical University's Vertical Expansion SYRACUSE, NEW YORK

Construction management services for a \$105 million, six-story, 205,000 square foot vertical expansion on top of existing six-story hospital along with attaching "tree house" which provides special entrance to the 11th and 12th floor Children's Pediatric Center. (1) (2)



St. James Mercy Hospital HORSELL, NEW YORK

General construction services for interior alterations to the entire third floor of the west wing at St. James Mercy Hospital. This space will serve as a new adult psychiatric care unit. The interior has been substantially demolished and abated. Work includes the installation of a new air handling unit on the roof which will serve the renovated third floor and will be sized to serve all floors of the wing in the future.



St. Mary's Hospital ROCHESTER, NEW YORK

Pike was contracted to expand the third floor OBGYN delivery unit and the fifth floor, nationally accredited Brain Recovery Center. This project included more than 50 patient rooms, offices, physical therapy center, nurses station, and cafeteria, all completed under medical cleanliness requirements. (3)



Newark Wayne Community Hospital Modernization NEWARK, NEW YORK

Pike provided construction management at risk services for the modernization and expansion at Newark-Wayne Community Hospital. The project consisted of the construction of a new emergency department and renovations to portions of the existing hospital for a new Endoscopy Department. The hospital remained fully operational throughout construction. (4)



Columbia Memorial Hospital HUDSON, NEW YORK

Pike provided construction management services for a new three-story, 74,910 square foot medical office building, with four floors of parking. The new structure is designed to hold independent physicians, integrated group practices, diagnostic imaging center, outpatient labs, and rehabilitation department. (2)

University



B. Thomas Golisano College of Computing & Information Sciences

ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NEW YORK

Pike supplied pre-construction and construction management services with GMP for the nation's largest computer school. The facility includes a three-story atrium, administrative suite, auditorium, two conference rooms, student areas, classrooms, faculty offices, and several labs. (1)



Center for Bioscience Education & Technology

ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NEW YORK

Pike provided construction management services for the construction of the new Center for Bioscience Education and Technology. CBET is a new 36,000 square foot, three-story, steel framed, brick facade building. The building consists of high tech laboratories, faculty offices, and educational/presentation space. (2)



College of Applied Science & Technology

ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NEW YORK

Pike completed design-build services for the new 56,470 square foot College of Applied Science & Technology, from request for proposal to occupancy. The whole project took eight months to complete. This classroom building contains computer and electronic labs.

Global Village



ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NEW YORK

Construction management services for a 190,000 square foot, 4-story structure with a penthouse and elaborate courtyard area. This building houses commercial spaces on the first two levels, and residential housing on the third and fourth levels. This project received LEED Gold certification. (3)

James Jeffords Hall

UNIVERSITY OF VERMONT, BURLINGTON, VERMONT

The Pike Company provided construction management at risk services in a joint venture for the University of Vermont's James M. Jeffords Hall. The 100,000 square foot, three-story new building houses laboratories, faculty offices, seminar rooms, conference rooms and classrooms. This project received LEED Gold certification. Energy saving features include: daylighting controls; reduced lighting energy density; variable frequency controllers; occupancy sensors; power distribution monitoring; run-around energy recovery loops; variable volume laboratory systems; natural ventilation; temperature control for more than 50% of occupants; CO₂ sensing; water conservation; and energy consumption and savings monitoring. (4) (5)



University



Integrated Sciences Facility

SUNY GENESEO, GENESEO, NEW YORK

Pike provided general construction services for the new 105,000 square foot Integrated Sciences Building with state-of-the-art labs, classrooms, and offices. (1)



SUNY Buffalo, Kapoor Hall

STATE UNIVERSITY CONSTRUCTION FUND, BUFFALO, NEW YORK

General construction services for the complete renovation of a 162,000 square foot building to provide the state of the art teaching and research facilities for pharmacy practice. Educational labs, highly specialized labs for pharmaceutical research, sample processing, molecular genetics, bioinformatics, and protein therapeutics will be included. Other types of spaces include a classroom, conference areas, lounges and offices. This project included a 7,000 sf Vivarium as part of the project. The project was also completed on an active campus setting adjacent to ongoing facilities while in full operation. Extensive mechanical and electrical services were also included as well as new laboratory areas with all new finishes. New laboratory casework was part of the proposal as well as all new equipment. (2) (3)



SUNY Oswego, Piez Hall

STATE UNIVERSITY CONSTRUCTION FUND, OSWEGO, NEW YORK

General construction services for the four-floor structural concrete addition of the 47-year-old facility more than triples its previous 80,000 sf. The project provides a new comprehensive science complex and is registered to receive LEED Gold certification. Green aspects of the new facility include an exterior featuring a terra cotta material made from recycled materials, utilization of alternative energy sources, solar shading considerations and natural light infusing the building. (4)



Wolk Center for Excellence in Nursing and Bldg. 9

MONROE COMMUNITY COLLEGE, ROCHESTER, NEW YORK

Construction management services for a two-story addition adjoining Monroe Community College Buildings #8 and #9. The space accommodates classrooms, computer labs, and offices. This project received Silver LEED certification from the United States Green Building Council.



Stocking Hall

CORNELL UNIVERSITY, ITHACA, NEW YORK

Pike is providing general construction services for this multi-phased project which renovates or creates many different space types including a new 100,000 sf research laboratory, teaching labs, tiered lecture halls, classrooms, conference rooms, office space, dining space, a new dairy processing plant, an enology facility, loading docks and other general building utility spaces. (5)

Classroom



Fairport Central School District

FAIRPORT, NEW YORK

Construction management services were provided for the district-wide additions and alterations project to provide modernization to certain areas of the facilities, as well as new program space. The project included technology infrastructure upgrades, upgrades to the high school's athletic facilities and fields, additions and alterations to two elementary schools, music, technology and office additions at a middle school as well as various office and kitchen renovations at that school, various roofing and HVAC improvements, generator and power upgrades, and a remodel of the auditorium at Fairport High School.

(1) (2)



Glastonbury-East Hartford Magnet School

TOWN OF GLASTONBURY, GLASTONBURY, CONNECTICUT

Construction management services for the construction of a new two-story Magnet Elementary School with a planetarium which serves approximately 420 students. Additional features include a gallery, science lab, classrooms, cafeteria, gym, basketball court with bleacher seating for 200, and a full size soccer field. The entrance to the school has a "wall of science" complete with television screens, fish tanks, weather stations and a large terrarium. The project is registered to receive LEED Silver certification. (3)



Thomas P. Ryan Community Center & School #33

ROCHESTER, NEW YORK

Preconstruction and construction management services were provided for the joint Rochester City School District and the City of Rochester project. The project included 141,000 square feet of renovations and a 42,000 square foot addition. The facility received two new gyms, a new recreation center, a new library and significant renovations to the existing school. (4)



University High School of Science & Engineering

HARTFORD, CONNECTICUT

Pike provided construction management services for a new 82,070 square foot high school and 6,244 square foot gymnasium. The new building is a three-story educational facility with a cafeteria and all other required support spaces. Included is a visual display laboratory and material fabrication laboratory, providing space where students are involved in creating robots for competitions. All classrooms incorporate SMART boards, providing a more interactive educational experience. (5)



Classroom



City School District of Albany

ALBANY, NEW YORK

Complete program management services were provided for the school district's capital project. Program services include educational programming, planning, architectural oversight, and construction management. The district-wide renovations and additions consist of sixteen separate building projects. The rehabilitation of the 1872 School 21 building received the 2005 Preservation Merit Award. (1)



West Irondequoit Central School District

ROCHESTER, NEW YORK

Pike provided pre-referendum, preconstruction, and construction management services for the renovation or rebuilding of each of the district's fifteen school locations. Renovations to all middle schools and the high school include a new library and media center, new auditorium, and performing arts center. Four new prototype neighborhood elementary schools were constructed. All new construction includes complete distribution cabling for integrated voice, video, and data network technologies. (2)(3)



Utica City School District

UTICA, NEW YORK

Pike is providing construction management services for Utica City School District's capital project which includes alterations and renovations at the District's twelve schools. New classrooms will be added, and three new schools will be built. All of the schools are integrating high-end, SMART technology in their classrooms and computer labs. The project involves construction of a new central kitchen, bus garage and maintenance buildings. (4)



Rochester City School District, School 17 & 50

ROCHESTER, NEW YORK

Construction management services for renovations and technology upgrades to two existing schools (Helen Barrett Montgomery School No. 50 and Enrico Fermi School No. 17) to meet SED requirements and new additions to provide gymnasiums, cafeterias, kitchens and to increase the number of classroom and program spaces. At both schools, the project includes renovations and additions to convert the school facilities from K6 to Pre-K8, with a population in excess of 500 students. (4) (5)



Office



Seneca Building

ROCHESTER, NEW YORK

Pike provided development and design-build services for renovations and additions at Seneca Building in downtown Rochester. Notable features include two separate power sources, availability of fiberoptic trunkline, and access to basement level through the City of Rochester's tunnel system. Renovations included the existing 25,000 sq. ft. basement, steel frame and floor slabs. A fit-out of the first and second floor totaling 67,000 sq. ft. provided new Class A office space for Windstream. Renovations of the third floor, totaling 33,000 sq. ft., includes shell space for perspective tenants as well as the penthouse, totaling 5,000 sq. ft.. This building is registered to receive LEED certification. (1)



Democrat and Chronicle

ROCHESTER, NEW YORK

Pike managed this four-story facility renovation. This 63,000 sq. ft. addition to the Seneca building increased Seneca's total space to 170,000 sq. ft. above grade. The project was a complete renovation of all work spaces and was phased to relocate and upgrade all of the departments without the loss of services. (2)



State Farm Operations Center Bldg. 1 & 2

BALLSTON SPA, NEW YORK

Design-build services for the Ballston Spa Operations Center Building One. Pike provided a GMP for the renovation of the 350,000 sq. ft., two-story office building. Interior upgrades included a complete building lighting retro-fit, state-of-the-art telepresence/conference rooms, power and data distribution, new data distribution rooms, data processing room relocation, new building UPS system, emergency power tap boxes, lightning protection system, security system, and air handling unit upgrades.

The complete renovation of Building Two included a new food service area, updated finishes, replacement of carpet and lobby floor, a restroom upgrade, mechanical upgrades, telephone closet upgrade, lighting retro-fit, security improvements, and conversion of leased space to general work area. (3) (4)



Saratoga Teleworks, Masie Center

SARATOGA SPRINGS, NEW YORK

Design-build and construction management services were supplied for a 10,000 square foot, two-story, brick veneer, slate roofed e-learning center. This lab was designed to explore and research how new technologies can be used by people and organizations for better ways of working. The center includes e-labs, media suite, a flash studio, and a conference room known as the hopper. (3)

Office



Xerox Corporation

ROCHESTER, NEW YORK; NORWALK, CONNECTICUT

Construction management services were provided for the renovation of Xerox's 28-story office tower. Value engineering changed this \$75 million project into a \$40 million endeavor, with additional savings realized through reductions in annual operating costs. Pike also provided construction management services for the Xerox Worldwide Headquarters Relocation in Norwalk, Connecticut, which included 94,000 square feet of interior renovation in an occupied building. (1) (2)



Phillips Lytle, LLP

BUFFALO, NEW YORK

Pike provided Construction management at risk services for the 85,000 sq. ft. interior-fit out of the existing Donovan Building in downtown Buffalo, New York. Renovation of floors 5 thru 8 for office space for Phillips Lytle, LLP while ongoing construction on the lower floors is occurring by the landlord. Due to the limited site space and access to the higher floors, coordination and logistics planning is critical to the success of this project. (3) (4)



Chase Tower Renovations

ROCHESTER, NEW YORK

General construction services for renovations of a 144,000 square foot office building. Renovations on ten floors include mechanical and electrical work, plumbing demolition and reinstallation, new sprinkler systems, a building-wide fire alarm system, and aesthetic upgrades including new carpet, paint and ceilings. (5)



High Technology of Rochester

ROCHESTER, NEW YORK

Pike provided design-build services for the new 50,000 square foot, brick and EFIS office and manufacturing incubator facility with room for 18 to 25 small businesses. Each area was completed as needed ahead of schedule and under budget.



Redcom Laboratories Addition

VICTOR, NEW YORK

Design-build services for a 19,000 square foot, two-story addition for Redcom Laboratories at their facility in Victor, New York. The addition will house training facilities for Redcom customers and additional laboratory space. The building will be designed to architecturally match the existing facility.

/ Experience & Track Record

SUNY College of Nanoscale Science and Engineering, Albany, NY Nano-Fab Extension (NFX)



Goals: SUNY College of Nanoscale Science and Engineering (CNSE) sought to expand its facilities to support the growth of research and development, educational and commercial programs in the nanotechnology disciplines.

Achievements: NFX is the newest building at the SUNY College of Nanoscale Science and Engineering (CNSE), the first college in the world dedicated to education, research, development, and prototype deployment in the emerging disciplines of nanoscience.

Designed by EYP, this 260,000 sf facility is the largest building on campus and home to one of the world's largest modified Class 100 T clean rooms (45,000 sf). The tightly controlled environment within the building makes it an active partner in the research and development it supports. Innovative technology informs the character of the design. The building's strong geometry contrasts with the landscape of the neighboring Pine Bush preserve to communicate the potential of nanotechnology to transform medicine, electronics, biomaterials, and energy production.

Project Details:

- / 260,000 sf
- / Class 100 T clean rooms



/ Experience & Track Record

SUNY IT, Utica, NY Computer Chip Commercialization Center



Goals: SUNY IT, New York State's public institute of technology, is undergoing a rapid infrastructure expansion to support educational, research and development, and commercialization programs in the nanotechnology, information technology, sustainability and health care industries. The Quad-C will contribute to the region's economic growth by bringing leading researchers and industry partners to the campus.

Strategies: A 10,000 sf, Class 100 clean room will be the research heart of the Quad-C. The remainder of the structure will include laboratory and office spaces that can be configured to meet tenants' requirements, as well as collaboration, and support facilities for numerous corporate and research partners. Located to the west of the SUNY IT academic core, adjacent to the Cayan Library and Kunsela Hall, the Quad-C will ultimately be linked to the Center for Advanced Technology (CAT), which will include collaborative learning environments, faculty offices, teaching labs, and flexible project and research spaces.

Achievements: Currently under construction, the Quad-C will support the academic industry-government partnership that is contributing to New York State's international leadership in nanoscience and nanotechnology.

Project Details:

- / 350,000 sf
- / Class 100 clean room



/ Experience & Track Record

Rochester Institute of Technology, Rochester, NY IT Collaboratory



Goals: Rochester Institute of Technology (RIT) required additional clean rooms and research space to accommodate the NYSTAR IT Collaboratory, a multidisciplinary, collaborative research environment.

Strategies: EYP designed an addition to RIT's Microelectronics Building to house the Collaboratory and its associated research laboratories. The project expanded clean room research space and added support areas. The new laboratories allowed optimization of the existing Class 1,000 semiconductor fabrication lab by providing support operations such as material analysis and characterization. The facility also supports research efforts for remote sensing, nanolithography, and microsystems research. Labs are convertible to clean rooms as demand requires.

Achievements: The laboratory creates a multi-disciplined, collaborative research environment and provides visible linkage with related industry partners.

Project Details:

- / 32,000 sf new construction
- / Class 1,000 semiconductor fabrication lab
- / Dry laboratory
- / Labs convertible to clean rooms



/ Experience & Track Record



General Electric, Renewable Energy Headquarters , Schenectady, NY

EYP provided master planning, energy modeling, and comprehensive architectural and engineering services to transform GE Building 53, a 205,000 sf facility, into a state-of-the-art, sustainable headquarters for the company's renewable energy operations. Building 53 showcases EYP's integrated expertise, demonstrating that new construction is not the only route to sustainable building and LEED™ certification. EYP began by modeling the entire building to optimize energy savings across all systems. The facility's advanced communications, computer, and security requirements are carefully integrated into the building design, with raised floor panels allowing maximum flexibility. Along with a four-story atrium – complete with a scale model wind turbine – includes a dynamic visitor information center and executive conference space.



General Electric, Transportation Energy Storage, Schenectady, NY

The re-imagining of Building 66 creates a sustainable, state-of-the-art plant focused on testing and producing high-efficiency “durathon” batteries for hybrid locomotives and electric vehicles. EYP's design re-invents the outdated, 200,000 sf manufacturing facility as a \$100 million dollar advanced battery manufacturing center. The existing building envelope was upgraded and resurfaced to create a contemporary, high-tech aesthetic and increase energy efficiency. The battery test lab occupies a large portion of the renovated structure, and a new four-story atrium welcomes visitors and serve as a communal training environment. The design of Building 66 celebrates the building's industrial past while embracing forward-thinking concepts of sustainability and discovery.



Boston College, Integrated Sciences Cleanroom and Nanofabrication Facility Boston, MA

Boston College required the construction of a Class 10,000 clean room on the Newton Campus to support individual and collaborative research in Physics, Chemistry, and Biology. Renovations in the Kenny-Cottle building made space for a clean room with its own dedicated HEPA-filtered ventilation and cooling system, which provides 45 to 90 air changes per hour for the Class 10,000 and Class 1,000 portions respectively. The facility is served by a new fire sprinkler system and water service; the e-beam lithography has an inert gas fire suppression system that provides additional protection for sensitive equipment in the space. A central hazardous waste collection room is located on the first floor.



University at Albany Foundation, Gen*NY*Sis Center for Excellence in Cancer Genomics, Rensselaer, NY

Overlooking the Hudson River and the City of Albany, the 125,000 sf Gen*NY*sis Center is the signature structure of the East Campus Technology Park. The park is a model for the co-location of academia, industry, and government. The multi-tenanted facility houses research programs investigating the molecular mechanisms of cancer. Research laboratories and core support facilities include proteomics, mass spectrometry, microarray, molecular biology, and a rodent facility. This first building in a 1 million square foot master plan for the East Campus, is supported by the state's \$500 million Gen*NY*sis program.

/ Experience & Track Record



Interprint International, Corporate Headquarters & Manufacturing Facility, Pittsfield, MA

This prototype design utilizes and displays the company's high-end laminate-finish products in the corporate office and presentation areas to create an aesthetically pleasing functional showcase. Transparency and a sense of dynamic flow are key to a design that embodies the client's commitment to innovation and productivity. Extensive glazing at the entry façade connects interior with exterior, drawing in visitors and clients. The sunlit lobby features a series of interacting sheets layered upon one another, referencing the diverse material palette in which the company specializes. This project was awarded through a design competition.



New York State Energy Research & Development Authority (NYSERDA), Saratoga Technology & Energy Park (STEP) 1 Facility, Malta, NY

EYP provided master planning services to explore an environmentally responsible approach to corporate campus planning. Followed by the design of the inaugural incubator as the benchmark facility for the future development of the proposed 1 million sf of scientific research, development, and manufacturing. A glass-walled communal lobby projects outward, further strengthening the connection of industry to nature and providing flexible multi-purpose space for all tenants. The design of STEP 1 prototypes a "neighborhood" of sustainable facilities highly desired by the client's clean energy tenant demographic. The award-winning facility has contributed to the development of the region's burgeoning Tech Valley economy by attracting tenants including Lockheed Martin, Starfire Systems, and Global Foundries.



Global Foundries, Integration Testing and Development Center (ITDC), Malta, NY

When GlobalFoundries decided to build the world's most advanced semiconductor fabrication facility in New York's Capital Region, the chip manufacturer sought to establish a nearby testing and training center that could also serve as a high-end marketing tool, showcasing the innovative processes and technologies in which the company specializes. EYP provided architecture, MEP, and structural design services to create advanced testing and training environments which could be toured by the public. The comprehensive, integrated A/E approach to design, enhanced by EYP's inside understanding of the design of the STEP 1 facility (mentioned above), enabled the design to be completed within only six weeks and meet the client's aggressive schedule.



Cornell Agriculture and Food Technology Park Corporation (CAFTPC), The Technology Farm, Geneva, NY

EYP provided initial master planning services for the proposed 375,000 sf of research laboratory, pilot plant, and community spaces on the 72-acre campus. The design of the Phase 1 incubator building, which contains flexible space suitable for research or pilot plants, set the standard for future development. The Technology Farm provides lab space, equipment, and offices for entrepreneurs, start-ups, and diversifying companies in close proximity to the research facilities of Cornell University, strengthening state and local economies. Tenants include companies specializing in bioenergy, whole foods, biological solutions to pollution, and IT modeling products for the agriculture, energy, and environment sectors.



REAL ESTATE SOLUTIONS

**ASSIGNMENT: 40,000 SQ FT**

Select location, conduct competitive bid process to select Design-Builder and manage delivery of High-Tech Business incubator.

RESULTS

Successfully managed \$4.5 million, Department of Defense funded and monitored project, on time and 5% under budget. (1)

**ASSIGNMENT: 400 BED STUDENT HOUSING PROJECT**

Conduct a competitive Request for Proposal process among national, regional and local developers to design and build student housing for large Community College. Act as owner representative throughout design and construction.

RESULTS

Successfully solicited proposals from 8 development firms, including 4 national developers. Delivered the project at a cost to allowed new housing to successful compete with established housing alternatives. Total change orders less than 1/3 of 1%. (2)

**ASSIGNMENT: 22,000 SQ FT**

Define facility standards and find headquarters space for a new business services firm, recently spun-off from Fortune 100 firm.

RESULTS

Analyzed employee travel times and potential impact of alternative relocation sites. Managed selection of a facility team, and site selection process that delivered finished space in 120 days with minimal turnover. (3)

**ASSIGNMENT: 4,500 SQ FT**

Relocate existing professional services firm, consolidating two locations into one.

RESULTS

Completed customer demographics analysis to identify optimal location for future growth, negotiated long-term lease and managed design and construction of new offices. (4)

**ASSIGNMENT: 30,000 SQ FT**

Assist with the selection of a new location to provide optimal patient convenience for a growing specialty medical practice.

RESULTS

Identified development site in a easily accessible, high visibility location central to existing patient base. Conducted a competitive Request for Proposal process to identify most economic Design-BUILDER, acted as owner agent throughout construction and delivered project on time and on schedule. (1)

**ASSIGNMENT: 5,500 SQ FT**

Assist with the selection of a new location to provide optimal patient convenience for a growing specialty medical practice.

RESULTS

Analyzed existing patient base, competitor locations and population growth trends to support selection of new office location. Negotiated long-term lease with early termination clause. Managed design and construction of new offices, telecom & IT systems. (2)

**ASSIGNMENT: 10,000 SQ FT**

Manage site selection, lease negotiations, and lease hold improvement design and construction for a specialty medical practice.

RESULTS

Project managed the consolidation of three suites. Project was delivered on budget and one week ahead of schedule. (3)

**ASSIGNMENT: 13,000 SQ FT**

Design, construction and relocation management for specialty medical office.

RESULTS

Project costs were completed on schedule and \$40k under budget. (4)



REAL ESTATE SOLUTIONS

**ASSIGNMENT: 20,000 SQ FT**

Managed design and oversaw construction of landlord's leasehold improvements. Coordinated relocation from two existing offices to new corporate facility.

RESULTS

Construction was completed a month ahead of schedule. Client has used The Cabot Group services on two other recent projects. (1)

**ASSIGNMENT: 13,000 SQ FT**

Construction coordination, loan procurement, design management, furniture acquisition, data cabling, security, and relocation totaling \$2.6 million.

RESULTS

Provided client with turn-key services from construction management to relocating a staff of 70. Construction cost were \$150k less then budgeted. (2)

**ASSIGNMENT: 7,000 SQ FT**

Design, construction and relocation management for specialty medical office.

RESULTS

Identified construction savings of \$50k before interior improvements commenced. (3)

**ASSIGNMENT: 38,000 SQ FT**

Worked with landlord and client to identify new suite locations for five medical groups. Managed the suite design and physical relocation for each group.

RESULTS

Each group was relocated into remodeled suites with no business down time. (4)



Shaye Global LLC

INTERNATIONAL TRADE DEVELOPMENT

Gerald R. Shaye has over 40 years of international business experience. He lived in South America for 23 years and in 1990 began his career with the New York State Department of Economic Development (now known as Empire State Development). His responsibilities included the promotion of exports and the attraction of Foreign Direct Investment.

Over the course of his career with ESD, he assisted several hundred New York State businesses, both manufacturers and service providers, to grow their exports to targeted foreign markets.

Working closely with Empire State Development's network of foreign offices, he assisted in the attraction of companies such as:

- ▶ Local Ocean
- ▶ Bombardier
- ▶ Kawasaki
- ▶ Hero BeechNut

Mr. Shaye has led many trade missions and has hosted foreign delegations that visit New York State. He has participated in more than 500 foreign trade related programs across New York State as well as internationally. He teaches in the MBA programs at State University of New York at Albany and Union Graduate College as well as in the Universidad del Salvador in Buenos Aires, Argentina.

He is active in his community, serving on the boards of the Tech Valley Global Business Network, The Albany Roundtable, the International Center of the Capital Region and is Chair of the Albany-Tula (Russia) Sister City Alliance. He works extensively with foreign consulates in New York City and is a frequent speaker on topics related to international business.

Since October 2012, Gerald Shaye works as a consultant to companies and institutions interested in increasing their international trade through his consulting firm, Shaye Global, LLC.

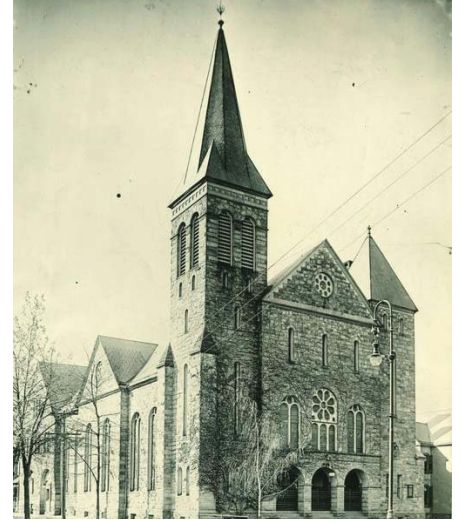
Amongst the companies Gerald Shaye has worked with in export promotion are:

American BioMedica
 Fortitech
 Energy-Onix
 Blasch Precision Ceramics
 Specialty Silicone Products
 Unity Heath System
 Integra Networks
 Hill Electric
 Delagar
 Arcadia Manufacturing
 Adirondack Studios

43 Lyons Ave | Delmar NY 12054 | 518.339.5872 | www.ShayeGlobal.com

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Operations in Rochester

The Pike Company was founded in Rochester, New York over 140 years ago and has been headquartered at One Circle Street in Rochester since 1904. Over the years, our projects have helped to grow the community and strengthen the local economy.

We are proud to have constructed some of the city's most iconic structures, including the Midtown tower, Rochester Savings Bank and Asbury Church.

Pike has a core group of executives who are life long Rochester residents and actively involved in the community. Our Chairman and CEO, Thomas F. Judson Jr., is the longest seated member on the Board of Trustees at the Rochester Institute of Technology.

Community Boards

Pike Company Executives sit on many local boards including:

Business Council of New York State

Rochester Business Alliance

Unity Hospital

U of R Simon School Executive Advisory Committee

George Eastman House

Geva Theater

United Way of Rochester

AGC of New York

Rochester Builders Exchange (ROBEX)

Rochester Institute of Technology

Center for Governmental Research



Pike's key Greater Rochester Area clients include:

- ▶ Eastman Kodak
- ▶ Xerox Corporation
- ▶ Rochester City School District
- ▶ Rochester Institute of Technology
- ▶ University of Rochester
- ▶ U of R Medical Center
- ▶ Unity Health System
- ▶ Monroe County
- ▶ Windstream
- ▶ Gannett
- ▶ Rochester Genesee Regional Transportation Authority
- ▶ Seneca Park Zoo Society

THE CABOT GROUP has had a significant presence in the Greater Rochester real estate market for more than 40 years. Because of this long and successful tenure, we have accumulated intimate knowledge of every segment of the five county Greater Rochester real estate market. Our proprietary data collection system provides us with an industry best investigative analytical tool which allows us to scope the various regional sub-markets for opportunities that benefit our clients. THE CABOT GROUP, as an organization, is clearly the market leader in the five county Greater Rochester area with respect to real estate services. CABOT's local Rochester clients include:

- ▶ University of Rochester
- ▶ Syncor
- ▶ Highland Hospital of Rochester
- ▶ County of Monroe
- ▶ Monroe Community College
- ▶ High Technology of Rochester
- ▶ Radiologics
- ▶ Army Corp of Engineers
- ▶ State of New York
- ▶ Greater Rochester Health Systems
- ▶ Cardinal Health
- ▶ Eastman School of Music
- ▶ Borg Imaging
- ▶ Fersinius
- ▶ Ameresco
- ▶ Tenneco
- ▶ Pactiv
- ▶ Federal Express
- ▶ Rochester Chamber of Commerce

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Experience in Scope of Services

COMPREHENSIVE APPROACH

Pike has developed a preconstruction and design-build scope of services which it successfully implements on projects ranging from office buildings to Nanotechnology facilities. We utilize a five phase approach from design through occupancy. The Concept Phase defines initial program scope and recognizes any flaws that may jeopardize the progress. The Schematic and Municipal Approval phase establishes the local and state approvals by means of building code compliance and SEQ, EAF, EIS and CEA's as required by law. Design Development Phase refines the schematic plans, creates a detailed cost estimate and prepares the documents for completion. Construction Documents and Permitting Phase finalizes all documentation allowing for issuance of the building permit and an established guaranteed maximum price (GMP). The Construction Phase includes labor, equipment and materials required to execute the project including the installation of all Furniture, Fixtures, Equipment (FFE), and turnover of all Owner Maintenance Manuals with warranties .

THE CABOT GROUP has a long history of collaboration with its clients with respect to property acquisition, marketing and leasing and the operation of complex research facilities and multi-use tech parks. As the real estate advisor to The University of Rochester, THE CABOT GROUP has been instrumental in the successful spin off University based high tech medical discoveries. THE CABOT GROUP has been able to locate appropriate sites for these businesses and negotiated equitable lease terms in both free standing commercial buildings as well as tech parks. We've provided facility management services to these businesses as well as lease management services. These valuable services have allowed these exciting, breakthrough operations to focus on their primary goal—the conversion of important medical discoveries to marketable businesses. Because these incubator initiated successes were given birth in an internationally acclaimed educational setting, we have considerable experience with the relationship between complex research operations and workforce training, i.e. advanced scientific/academic studies to for-profit entrepreneur.

BUSINESS DEVELOPMENT PARTNERS

The Pike Company is GLOBALFOUNDRIES' Program Manager for the \$4.3 billion design, bid, and construction program to expand it's semi-conductor chip manufacturing facility in Malta, New York. Pike is a member of the Semiconductor Industry Association and has attended and participated in many conferences, forums and industry events including Semicon West, Advanced Semiconductor Manufacturing Conference (ASMC), CEG Advanced Manufacturing Conference and the SIA Awards Dinner.

At the Semicon, SIA and ASMC conferences, Pike has hosted networking receptions which presented the "NY Loves Nano" mantra. Pike has worked closely with the ESD, SEDC, SCIDC, COMIDA, FLEDC and other economic development agencies, and Pike CEO Thomas Judson is a member of the Board of Directors of the Business Council of the State of New York. Along with Gerry Shaye of Shaye Global and CABOT, the combined local, national, and international marketing collaboration will be a powerful partner to FSMC/CNSE for outreach efforts, marketing and business development for technology, manufacturing and education and training for the advancement of FSMC and SUNY CNSE strategic economic development initiatives. This uniquely qualified and experienced team makes The Pike Companies team especially suited to fulfill the FSMC goal to "help facilitate research and economic development activities related to the research and education of the State University of New York... by purchasing, constructing, developing and managing facilities and promoting the research therein" for the Greater Rochester area.

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Skills & Services

Our team has fully integrated and comprehensive in-house skills and services.

	THE PIKE COMPANY	PIKE DEVELOPMENT	CABOT	EYP	SHAYE
DESIGN				X	
ARCHITECTURE				X	
LEGAL	X	X			
FINANCING		X			
LEASING Tenant Acquisition, Lease Negotiations, Lease Administration, Tenant/Landlord Relations	X	X	X		X
CONSTRUCTION	X				
FACILITY MANAGEMENT/ LEASE SERVICES Including Facility Assessment, Preventative Maintenance, Contract Development, Project Administration, 24/7 Response Services, Move Management, Building Code Compliance		X	X		
MARKETING			X		X

TOOLS

EYP utilizes Building Information Modeling (BIM) across disciplines to assist in developing the best and most efficient possible product for our clients. BIM is a process that involves creating and using an intelligent 3D model to inform and communicate project decisions throughout the project’s life cycle. As champions of innovative technologies, EYP has used BIM technology over the past decade on over 100 design projects, including campus planning, environmental analysis and complex renovation and addition projects.

EYP is an industry leader in the adoption of BIM technology and the firm actively leverage BIM’s potential to provide better project information throughout all stages of design, construction, and operations. They have forged new uses and applications for BIM with other BIM-savvy players – in procurement and fabrication, energy, operations use of BIM models, and integrated decision making. Furthermore, EYP’s close connections to leading BIM software providers often grant us access to emerging trends even in beta development phase.

Alongside BIM, EYP uses Revit to develop high-quality, architectural designs for all of its projects. This architecture design tool was specifically built to support the BIM workflow. Its intuitive nature captures and analyzes concepts, and maintains EYP’s vision through the design, documentation, and construction phases.

Pike utilizes Contract Manager for a web-based project management software. This software is used to maintain a complete and current log and library of all current contract and design documents, addenda, change orders, specifications, approved shop drawings, test results, inspection records, approved material samples, as built documents and turnover documentation on site.

Pike has developed a comprehensive system that tracks the performance of our projects and monitors the compliance of our standards and procedures. Key indicators of project performance are constantly monitored and reviewed. Special audits and reports are done as necessary. Schedule analysis is an ongoing activity throughout the life cycle of the project. Monthly meetings are completed on every job site. Risk Management Indicators (RMIs) measure: Safety, Financial Management, Cash Management, Procurement, Purchasing, Insurance and Bond Analysis, Project Management and Scheduling, Project Productivity, Quality, Subcontractor Management, Submittal and RFI process, and Closeout and Warranty. In the Risk Management Index, projects are indexed for each risk type according to their degree of exposure and their degree of relative vulnerability.

These documents will be filed hard copy as well as in electronic format on the web-based document sharing tool “Primavera Contract Manager”. The Pike Project Control team will upload all project documentation into Contract Manager for use by all Project stakeholders.

All documents produced are the property of the FSMC and will be provided in native electronic format upon request. This includes all backup documentation and drawings utilized to produce a work product.

The following documents shall be loaded into the Contract Manager web based document sharing tool:



- ▶ Project Specifications
- ▶ Project Drawings/Bulletins
- ▶ Bidders Lists, Bid Packages, Bid Responses, and Check Estimate
- ▶ Monthly Reports
- ▶ RFIs (complete with responses)
- ▶ Submittals (and associated comments/approvals)
- ▶ Meeting Minutes
- ▶ Inspections
- ▶ Permits
- ▶ Asbestos Surveys
- ▶ PCB-Caulk Surveys
- ▶ Universal Waste Surveys
- ▶ Commissioning & Validation Reports
- ▶ Warranties
- ▶ Punch Lists
- ▶ Equipment lists
- ▶ Instrument Index
- ▶ Operating Manuals for all tagged equipment
- ▶ Maintenance Manuals (for all tagged equipment)
- ▶ Spare Parts Lists (for all tagged equipment)

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Budget & Financial Model

The Pike Cabot team has over 80 combined years experience in real estate development and property management. The team has developed over 11.5 Million square feet and managed over 44 Million square feet of commercial projects. The team has strong relationships with lending institutions encompassing a broad range of financings as well as state and federal economic development tax incentives. We pride ourselves on our ability to create complex and innovative development structures. We will guide the project through structure, approvals, and financial modeling, while constantly testing and and improving our team's approach.

Please see on the following pages, a sample monthly report from THE CABOT GROUP.

SAMPLE MONTHLY REPORT

Re: [REDACTED]

Dear [REDACTED]

Enclosed is the May Financial Statement.

Cash On Hand: At the end of the month there was \$38,291 in the account and \$3,323 in open payables.

Open Receivables:

All rent has been collected.

Budget Variances:

R/M Non-Chargeable – The expense for Hanlon & Associates to measure portions of the building created a minor variance.

Elevator Contracts/Materials - Repair of the wall panels in elevator # 2 created this variance.

Please don't hesitate to give me a call if you have any questions in regards to this report.

Sincerely,

Bruce H. Hunt
THE CABOT GROUP

[REDACTED]

Enclosure

SAMPLE MONTHLY REPORT

THE CABOT GROUP
Balance Sheet

	Year To Date 05/31/2014 Actual	Month Ending 04/30/2014 Actual	Year Ending 12/31/2013 Actual
ASSETS			
Current Assets:			
Cash and Cash Equivalents	38,291	65,823	115,019
Rent Receivable	0	219	2,447
Prepaid Expenses	36,708	41,952	0
Total Current Assets	<u>74,999</u>	<u>107,994</u>	<u>117,466</u>
Property & Equipment:			
Building Improvements	28,194	28,194	28,194
Total	<u>28,194</u>	<u>28,194</u>	<u>28,194</u>
Total Property & Equipment - Net	<u>28,194</u>	<u>28,194</u>	<u>28,194</u>
Other Assets:			
Other Assets	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ASSETS	<u>\$ 103,193</u>	<u>\$ 136,188</u>	<u>\$ 145,660</u>
LIABILITIES & OWNER'S EQUITY (DEFICIT)			
Liabilities:			
Accounts Payable	3,323	6,528	90,114
Accrued Expenses	0	531	0
Deferred Revenues	18,904	74,637	7,841
Due to Affiliates	218,635	218,635	218,635
Total Liabilities	<u>240,862</u>	<u>300,331</u>	<u>316,590</u>
Owner's Equity (Deficit):			
Capital	(996,929)	(966,329)	(961,447)
Retained Earnings (Deficit)	790,517	840,921	493,811
Net Income (Loss)	68,743	(38,735)	296,706
Total Owner's Equity (Deficit)	<u>(137,669)</u>	<u>(164,143)</u>	<u>(170,930)</u>
TOTAL LIABILITIES & OWNER'S EQUITY	<u>\$ 103,193</u>	<u>\$ 136,188</u>	<u>\$ 145,660</u>

SAMPLE MONTHLY REPORT

THE CABOT GROUP
Income Statement

	Month Ending 05/31/2014	Year To Date 05/31/2014
	Actual	Actual
Revenues:		
Rental Income	31,853	77,696
Expense recovery	68,134	300,543
Total Revenues	<u>99,987</u>	<u>378,239</u>
Operating Expenses:		
Building maintenance and supplies	2,125	4,898
Lawn, snow and parking lot maintenance	1,135	39,602
Management and leasing fees	7,745	38,729
Office expense	1,045	5,348
Real estate taxes	5,244	26,220
Repairs and maintenance	14,704	83,739
Salaries and wages	2,620	15,178
Telephone and utilities	8,294	95,781
Total operating expenses	<u>42,912</u>	<u>309,495</u>
Net Operating Income	<u>57,075</u>	<u>68,744</u>
Net Income	<u>\$ 57,075</u>	<u>\$ 68,744</u>

THE CABOT GROUP
Cash Flow Statement

	Month Ending 05/31/2014	Year To Date 05/31/2014
	Actual	Actual
NET INCOME (LOSS)	\$ 57,075	\$ 68,744
Distributions to Owner	(30,602)	(35,484)
Change in working capital:		
Decrease (increase) in operating assets:		
Rent Receivable	219	2,447
Prepaid Expenses	5,244	(36,709)
Increase (decrease) in operating liabilities:		
Accounts Payable	(3,205)	(86,791)
Accrued Expenses	(531)	0
Deferred Revenues	(55,732)	11,064
Increase (decrease) in cash	<u>(27,532)</u>	<u>(76,729)</u>
Beginning Cash Balance	<u>65,823</u>	<u>115,019</u>
Ending Cash Balance	<u>\$ 38,291</u>	<u>\$ 38,291</u>

SAMPLE MONTHLY REPORT

THE CABOT GROUP
Operating Statement
As of May 31, 2014

Month Ending 05/31/2014			Year To Date 05/31/2014			Year Ending 12/31/2014
Actual	Budget	Variance	YTD Actual	YTD Budget	Variance	Annual Budget
(347)	0	347				
473	500	27	0	0	0	0
562	720	157	2,469	2,500	31	6,000
0	755	755	2,786	3,600	814	8,640
			0	3,774	3,774	9,058
<u>\$ 688</u>	<u>\$ 1,975</u>	<u>\$ 1,286</u>				
6,854	16,100	9,246				
796	833	38	88,864	80,500	(8,364)	193,200
			2,691	4,167	1,476	10,000
<u>\$ 7,650</u>	<u>\$ 16,933</u>	<u>\$ 9,284</u>				
11,497	11,663	166				
787	417	(370)	55,403	58,315	2,912	139,956
			786	2,083	1,297	5,000
<u>\$ 12,284</u>	<u>\$ 12,080</u>	<u>\$ (204)</u>				
644	750	106				
2,967	3,000	33	4,226	3,750	(476)	9,000
200	3,167	2,967	15,178	15,000	(177)	36,000
0	650	650	5,231	15,833	10,602	38,000
323	500	177	1,346	3,250	1,904	7,800
222	500	278	9,274	2,500	(6,773)	6,000
1,218	2,740	1,523	4,574	2,500	(2,074)	6,000
9	20	10	3,989	13,702	9,713	32,885
908	0	(908)	93	100	7	240
1,675	1,083	(592)	908	0	(908)	0
0	242	242	3,574	5,417	1,843	13,000
340	0	(340)	3,551	1,208	(2,343)	2,900
795	2,485	1,690	38,539	20,000	(18,539)	25,550
0	0	0	1,064	2,985	1,922	11,500
			0	1,000	1,000	14,000
<u>\$ 9,301</u>	<u>\$ 15,137</u>	<u>\$ 5,836</u>				

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Readiness and Disposition

The Pike and CABOT organizations are an established team, ready to invest in anchoring and expanding developer-owned business and operations in the Greater Rochester area, including developer/owner infrastructure and job creation.

The team is well versed in the dynamics of the Greater Rochester real estate market and have extensive knowledge of available space. Both Pike and CABOT, by virtue of their decades of involvement in the local real estate market, have developed a comprehensive network of contacts within all of The Great Rochester governmental, educational, technological and institutional organizations. The Pike/CABOT team has worked with all of these organizations as both the developer/contractor and marketer of very high profile projects in the five county Greater Rochester area. Our broad experience for successfully completing large scale projects to the satisfaction of our clients has enhanced our collective reputations and uniquely positioned us as market leaders.

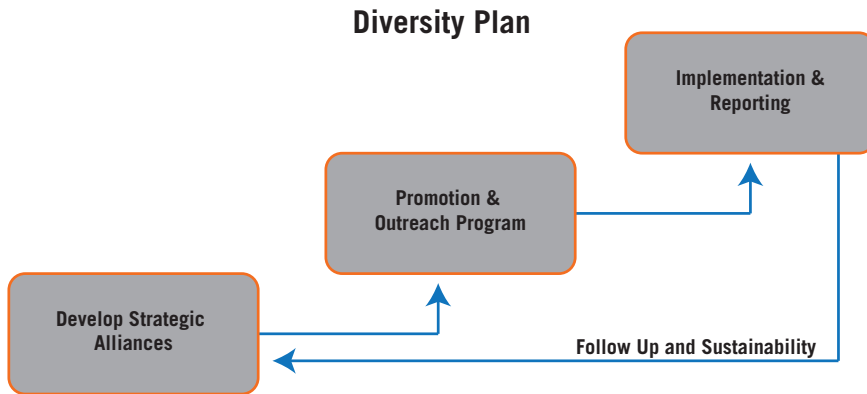
The Pike/CABOT team's considerable in-house talent pool of professionals can be mobilized very quickly to take on large, multi-faceted projects like Ft. Schuyler. The two organizations have worked together on numerous projects and share a common culture of integrity, client driven service, responsiveness and mutual trust.

Pike/CABOT is ideally situated to provide already established, developed space on Main Street in downtown Rochester. The Seneca Building is the cornerstone project in Rochester's mid-town re-development area. Mid-town is the location of substantial federal, state and local investment. The site is the home of Windstream's regional headquarters, occupying 66,687 square feet, and in late summer of 2015 will be the home of Gannett Papers in 42,000 square feet. This three-story structure will have core and shell on the third floor of approximately 54,000 square feet available. The Seneca Building has two separate electric feeds currently servicing the Windstream space and is ideally suited for data and other technology businesses. Pike is prepared to lease or sell the newly developed property to facilitate the Fort Schulyer presence in the Rochester area.

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M/WBE Utilization



The Pike Company is committed to providing Women, Minorities, Women and Minority-Owned Businesses and Disadvantaged Businesses with equal opportunities in the performance of contracts. We acknowledge our understanding and support of Section 312 of the NY Executive Law and will ensure minority group members and women are afforded equal employment opportunities without discrimination. It is a policy of Pike to utilize and help grow minorities on all private and public projects when possible.

Pike understands and is committed to achieving FSMC’s goals for utilizing a 23% MWBE participation.

DIVERSITY OUTREACH

Pike’s consistent success in meeting or exceeding diversity goals is the result of our well established outreach which includes advertising in area and local publications, actively calling on identified potential participants, and working with local organizations in the community. Pike works to provide

creative solutions to increased local participation, such as aiding in joint venture arrangements. Additional practices include:

- ▶ Advertising in area and local publications and quarterly in different MWBE publications throughout the Northeastern United States.
- ▶ Tracking state and local development websites for MWBE certified firms.
- ▶ Hosting pre-bid meetings for upcoming work and post-bid meetings for projects we have been awarded.
- ▶ Inviting the businesses to our office to review upcoming projects and make copies of drawings and specs.
- ▶ Mentoring business in proper document tracking, scheduling, billing and cash flow management. Pike will set up joint payments for the MWBE with their suppliers to help build their credit; we will allow (when necessary) early payment to help with their cash

flow.

- ▶ Working with the State and Local EEO Officers to keep our list of MWBE business current.
- ▶ Arranging and attending meetings between State Agency EEO Officers and M/WBE firms that are looking to grow their firms.

Pike will work closely with the Owner to pre-qualify all MWBE participants. Additionally, Pike will develop bid packages that will allow MWBE participants to be successful. Upon the receipt of bids, the team will perform a detailed review of each bid with each subcontractor and make the award based on the teams review of the bidder that meets the goals of the project.

Our project staff will be advocates for the MWBE firms engaged on this project while diligently working to ensure that all regulations, policies, and laws are enforced. Our business and professional staff will assist these firms in good business practices and technical information and decisions in order to perform their work, while satisfying quality and schedule, on a profitable basis.

MWBE TRAINING PROGRAM

The Pike Company, in conjunction with Monroe County, the Rochester City School District, and the City of Rochester, held a proactive program, Strengthening Technical Skills, to develop the relationships and skill sets of MWBE firms. The program aided in the development and success of

these firms and the individuals within the firms to create a win-win situation for the firms as well as ourselves and the owners we work with. This program was met with great success. Over 30 individuals participated in the Rochester session.

Not only has the program allowed us all to understand the individual strengths and capabilities, but it has allowed us to work together in assisting in the long term development that will allow these relationships to be successful into the future. The program, now renamed “Steps to Success,” offers training to MWBE firms on the theory of construction from identifying the right project for their firm through closing out the project. Pike has since offered a six session course in Hartford, Connecticut; Albany, New York; and an eight-week course in Syracuse, New York. In total, over 90 individuals have now completed our program.

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

Our company is committed to equal employment opportunity. We will not discriminate against employees or applicants for employment on any legally-recognized basis including, but not limited to: veteran status, race, color, religion, sex, national origin, physical or mental disability and age.

In addition to the above, age, race, creed, color, national origin, sex, genetic predisposition or carrier status, disability and marital status are protected classes.

Employees may discuss equal employment opportunity related questions with a member of human resources or any other member of management.

It is the intention of The Pike Company to exceed the MWBE requirements set on any projects. As evidenced by our past performance, Pike consistently meets or exceeds the goals required.

JOB NAME	GOALS		ACTUAL	
Charlotte High School, Rochester City School District	MBE	15%	MBE	16.4%
	WBE	5%	WBE	6.1%
	SBE	5%	SBE	5.7%
	DBE	2%	DBE	3.6%
East High School, Rochester City School District	MBE	15%	MBE	15%
	WBE	5%	WBE	5.2%
	SBE	5%	SBE	5.4%
	DBE	2%	DBE	2%
Edison Tech High School, Rochester City School District	MBE	15%	MBE	20.4%
	WBE	5%	WBE	5%
	SBE	5%	SBE	7.6%
	DBE	2%	DBE	2.2%
Kapoor Hall, SUNY Buffalo	MBE	8%	MBE	12.9%
	WBE	4%	WBE	4.1%
School of Art & Design Expansion, NY State College of Ceramics at Alfred University	MBE	8%	MBE	8%
	WBE	4%	WBE	12.5%
Piez Hall, SUNY Oswego	MBE	8%	MBE	8%
	WBE	4%	WBE	6.3%

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Accountability

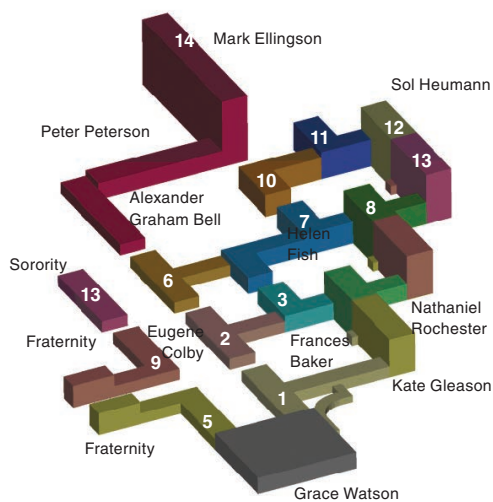
Throughout its history, The Pike Company has been committed to integrity and craftsmanship, along with its dedication to doing the job right the first time. We work with the highest standards of business ethics and value the customer above all else. At Pike, we don't just construct buildings, we build relationships with our clients, collaborating with them to achieve their goals. We know that our reputation is one of our greatest assets and are proud that 80% of our work comes from repeat clients.

Clients come to Pike with multi-year, multi-project initiatives, knowing that we will help them fulfill their long-term vision, while maintaining the same high standard of quality and consistency from start to finish. The following are examples of Pike's experience acting as the single point of accountability for these projects.

ROCHESTER INSTITUTE OF TECHNOLOGY, ROCHESTER, NEW YORK

Pike provided construction management at-risk services for the Rochester Institute of Technology's additions and renovations to 13 dormitories, totaling 800,000 square feet. We worked with EYP, who served as the project architect, on this \$50 million, four-year endeavor. Cost control started with careful preconstruction analysis and cost verification prior to bidding. The result was constant control of the project budget and completion of the project within budget limits.

Phasing evaluation took place during preconstruction. Careful evaluation of student occupancy, safety, and traffic flow was considered for each phase. The development of the detailed phasing plan prior to bid allowed all members of the team to schedule work without serious impact to the student population throughout the entire four years of construction. All phases were completed in time for student occupancy as originally scheduled.



GLOBALFOUNDRIES, MALTA, NEW YORK

The Pike Company is supporting GLOBALFOUNDRIES as Owners' Project Managers for their project in Malta, New York. The Malta plant was first announced with the scope and costs at an estimated \$ 4.2 billion. Now the project, the largest in the United States, has climbed to \$ 6.9 billion and includes 300,000 square feet of manufacturing space or cleanroom. The entire plant is 1.9 million square feet and includes two administration buildings. Pike is providing over 50 full time staff who are embedded within the facility working hand in hand with the GLOBALFOUNDRIES project management organization.



The scope of services include: staff augmentation, estimating, scheduling, project controls, lead construction, safety, and site logistics.

8.1 Extension

Facilities structures include:

- ▶ MCUB
- ▶ PCUB
- ▶ Central Utility
- ▶ Electrical Substation
- ▶ Sulfuric Building

Technology Development Center

The Pike Company is supporting the construction of a 300,000 Sq. Ft. clean room utilized for the processing of

silicon wafers. This consists of a \$2 Billion, 90,000 Sq. Ft. clean room that will allow new chip innovations to be sent to production before they are made in the factory. The TDC will also be used for testing silicon wafers as they come out of the fab. A second phase is set to increase the Fab's clean room to 475,000 Sq. Ft.

Logistics- The Pike Company is providing program management services for the management of trailer city site logistics for the existing GLOBALFOUNDRIES facility accommodating the TDC project and the Fab 8.1 Expansion.

CITY SCHOOL DISTRICT OF ALBANY, NEW YORK

Pike provided long-term program and construction management services for the City School District of Albany's \$204 million major capitol plan. The ten-year project involved district wide renovations and additions in sixteen individual building projects. Included was the construction of six brand new buildings, five of which replace old schools that were unable to provide an academic environment up to current and future educational standards, four significantly remodeled and/or enlarged buildings, and three modestly renovated buildings. Pike was involved in day to day project coordination, value engineering, scheduling, phasing, and budgeting for all phases of construction.



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The Pike Company has owned and been headquartered in this historic Rochester building since 1904.

Overall Size

Pike Development is part of the Pike family of companies: The Pike Companies, Ltd. holds both Pike Development, headquartered in Albany, New York, as well as The Pike Company, Inc, headquartered in Rochester New York. The Pike Company also has regional offices in Syracuse, NY, New York, NY and Danbury, Connecticut.

Pike Development was created to deliver high quality development service, with an emphasis on client satisfaction. The Pike family of companies is committed to meeting our clients' needs by offering a full range of services through a variety of delivery methods including development, construction management, general contracting, design-build, facility services, and program management.

Our development team is assembled of highly qualified professionals with significant experience for the development of a new facility. The team is led by Peter Cornell, a seasoned professional with over 40 years of experience. Our team is further described in the Project Team section of our proposal. Pike Development is supported by over 650 professionals.

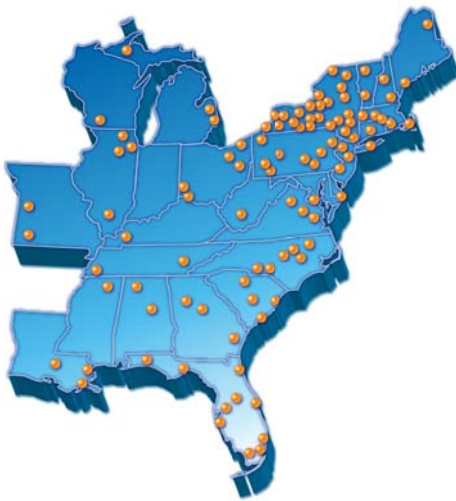
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Quality. Delivery. Success.

ONE OF THE LARGEST, MOST RESILIENT AND ACCOMPLISHED CONTRACTORS IN THE NORTHEAST



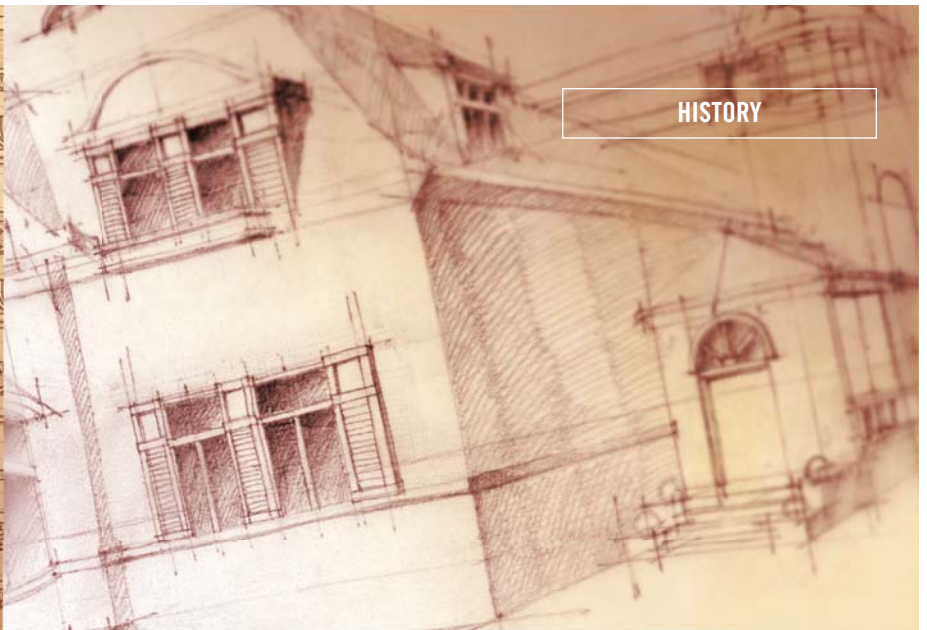
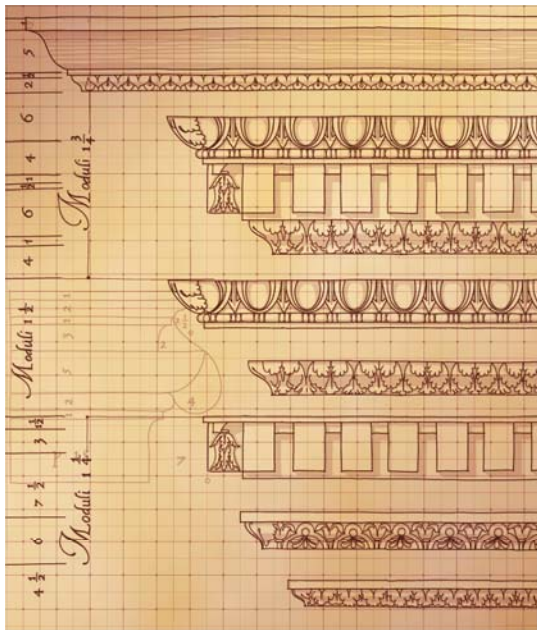
Pike's personnel have provided construction services for numerous projects throughout the northeastern United States.

The Pike Company has maintained its standing as one of the Northeast's leading Builders with a rigorous focus on project management, work quality, and client satisfaction. Pike's long list of projects and repeat customers demonstrates our success at maintaining long-term relationships, exceeding expectations, and completing an array of challenging jobs, large and small, on schedule and within budget.

Knowing that every project presents new challenges and new solutions, The Pike Team has brought strong, cost-effective project management solutions combined with the latest technological advancements to ensure success and customer satisfaction with every project.

Pike is identified with many historic structures across New York State, throughout the Northeastern United States, and in the coastal regions of the South. Pike's credits include Midtown Plaza in Rochester, one of the nation's first enclosed shopping malls; the Archives at the International Museum of Photography at the George Eastman House in Rochester; Corning Incorporated world headquarters, in Corning, New York; and the James P. Wilmot Cancer Center at the University of Rochester Medical Center in Rochester, New York.

The Pike Company's expertise has been put to use in building schools, hospitals, commercial and industrial developments, bridges, highways, marine projects, and tunnels from Maine to Florida and as far west as Vancouver, British Columbia. Included among its major achievements nationally are the Universe of Energy pavilion and the World of Motion pavilion at Walt Disney World's Epcot Center; IBM Corporation's \$150 million semiconductor manufacturing facility with Class 10 Cleanrooms in Manassas, Virginia; and ConEd's East River Repowering Project in New York City.



*Over
140 years
of building
quality,
trust, and
confidence*

Five Generations of Leadership

THE PIKE COMPANY HAS REMAINED TRUE TO ITS FAMILY'S CORE VALUES

Following the Civil War, John B. Pike became a carpentry contractor and established a tradition of solid craftsmanship and rugged honesty. He built the foundation upon which today's Pike Company was built, and, after fourteen decades, The Pike Company ardently adheres to the values of its founder—honesty, hard work and quality.

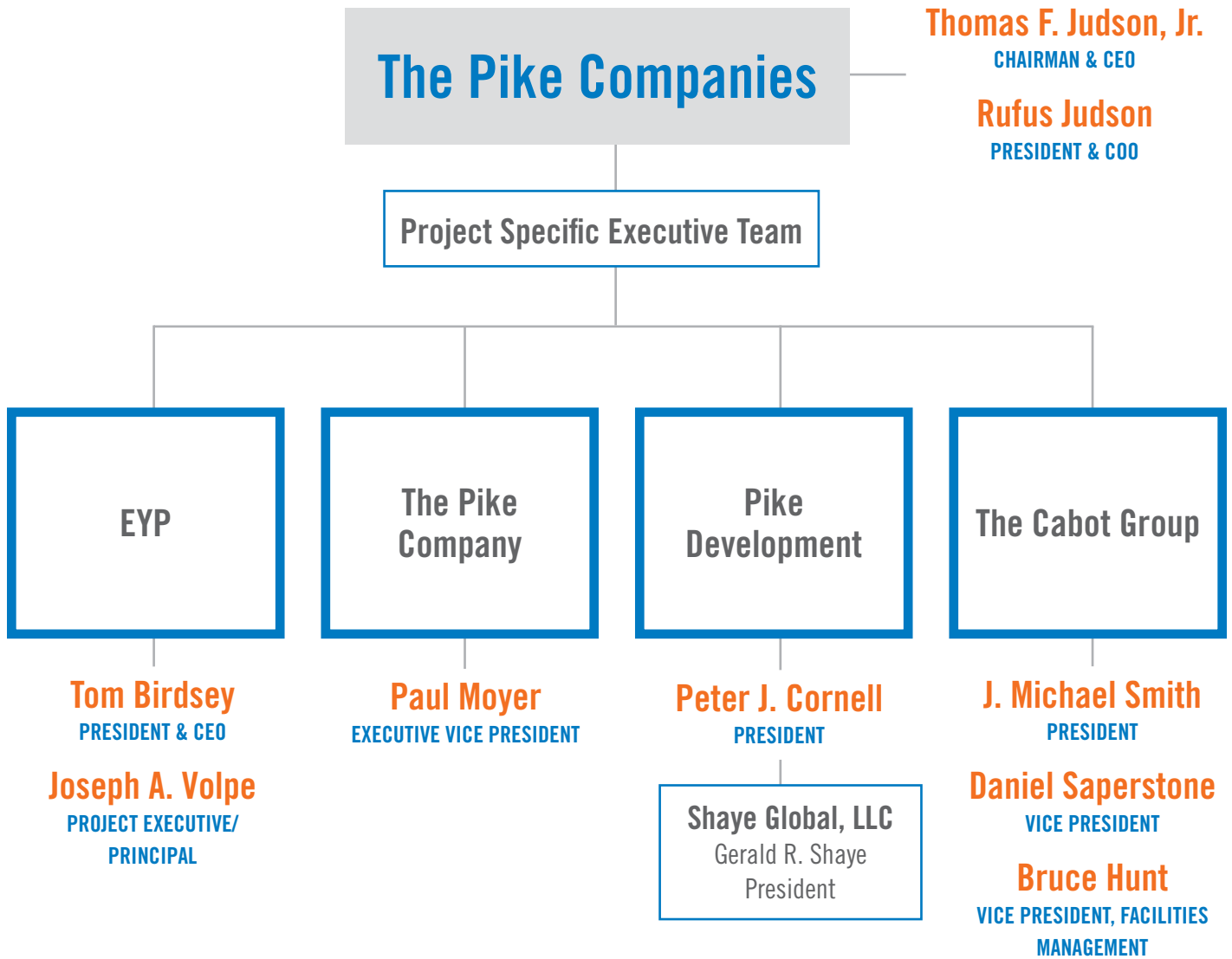
Thomas F. Judson, Jr. began as President in 1975 and today serves as Chairman and Chief Executive Officer. In 2011, the fifth generation of family leadership began with the election of Rufus Judson to the office of President and Chief Operating Officer.

The Pike Company has remained true to its family's core values of quality, integrity, and maintaining long-lasting relationships. The company enters its fifteenth decade well-capitalized and committed to assuring our customers success, every time.

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Staffing & Organization Chart



See full staffing resources under Available Capacity

Thomas F. Judson, Jr.

Chairman & CEO, The Pike Companies

EXECUTIVE TEAM MEMBER

The Pike Company

Chairman/CEO

Overall responsibility for all divisions The Pike Company.

Education

MBA, Cornell University

Bachelor of Science, Administrative Sciences, Yale University

Associations, Committees & Affiliations

- Board of Directors, Business Council of New York State
- Executive Committee, Rochester Business Alliance
- World President's Organization
- Executive Committee Chair and Board of Trustees, Center for Governmental Research
- Executive Committee and Board of Directors, United Way of Greater Rochester
- 2007 United Way of Greater Rochester Campaign Chairman
- Executive Committee and Board of Trustees, Rochester Institute of Technology

Recent Clients

- Rochester Institute of Technology, Rochester, New York
- University of Rochester, Rochester, New York
- Rochester City School District, Rochester, New York
- United States General Services Administration
- New York State University Construction Fund
- Dormitory Authority of the State of New York
- New York State Thruway Authority
- New York State Office of General Services
- New York State Correctional Facilities
- General Services Administration
- United States Army Corps of Engineers
- Eastman Kodak Company, Rochester, New York
- Xerox Corporation, Rochester, New York
- Monroe County, New York
- City of Rochester, New York
- Cornell University, Ithaca, New York
- Syracuse University, Syracuse, New York
- Consolidated Edison, New York, New York

PROFILE

Thomas F. Judson, Jr., began his career in construction working as a laborer and carpenter apprentice during school summer breaks for John B. Pike & Son, Inc., a general contracting company founded by his great-grandfather in 1873. Having worked his way through the ranks, Tom became President of the company in 1975. In 1985, he established The Pike Company, Inc., one of New York State's most respected and successful construction firms.

Rufus Judson

President & Chief Operating Officer, The Pike Companies

EXECUTIVE TEAM MEMBER

The Pike Company

President/COO

Overall responsibility for all divisions The Pike Company.

Education

MBA, University of Rochester
Bachelor of Arts, Economics, Union College

Associations, Committees & Affiliations

- Past President, Rochester's Builders Exchange
- Board Member, Associated General Contractors of America
- Board Member, United Way of Greater Rochester
- Board Member, The Unity Hospital of Rochester
- Board Member, Geva Theatre Center
- Board Member, First Niagara Financial Group, Regional Advisory Board
- Board Trustee, George Eastman House (Founding member of the Eastman Young Professionals)
- Executive Advisory Committee, William E. Simon Graduate School of Business Administration
- Member, Greater Rochester Enterprise, Rochester Business Alliance
- Member, Construction Management Association of America
- Member, U.S. Green Building Council
- Member, Young President's Organization

Recent Clients

- Rochester Institute of Technology, Rochester, New York
- University of Rochester, Rochester, New York
- Rochester City School District, Rochester, New York
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- Dormitory Authority of the State of New York
- New York State Thruway Authority
- New York State Office of General Services
- New York State Correctional Facilities
- General Services Administration
- United States Army Corps of Engineers
- Eastman Kodak Company, Rochester, New York
- Xerox Corporation, Rochester, New York
- Monroe County, New York
- City of Rochester, New York
- Cornell University, Ithaca, New York

PROFILE

Rufus has 20 years experience in the construction industry. His experience includes responsibilities such as Operations Manager, Project Manager, Project Engineer, Project Estimator, Project Superintendent, and Project Foreman. In 2011, Rufus Judson was elected President and Chief Operating Officer of The Pike Company, Inc.

Paul J. Moyer

Executive Vice President, The Pike Company

EXECUTIVE TEAM MEMBER

The Pike Company

EXECUTIVE VICE PRESIDENT/PROJECT EXECUTIVE

Overall responsibility for the New York City and Power Divisions of The Pike Company. Responsible for managing all facets of complex construction projects. Oversees and guides projects from conception and preliminary planning through design, construction, and close out/start-up commissioning. Brings projects in on schedule and within budget.

VICE PRESIDENT – CONSTRUCTION MANAGEMENT

Responsible for the executive oversight and delivery of over \$800 million of construction management services including program management, preconstruction phase services, construction phase services, and post construction phase services on various projects.

VICE PRESIDENT/DIRECTOR – CONSTRUCTION SERVICES

Responsible for the executive oversight of the Construction Services Department including estimating over \$1 billion of construction projects yearly, the initial establishment of project controls systems, logistics, resource loading planning, and the initial project baseline scheduling structure.

Education & Certifications

Associates in Applied Science, Construction Management, SUNY Delhi
 Certified General Contractor's License – North Carolina
 Certified General Contractor's License – Florida

Associations, Committees & Affiliations

Construction Management Association of America
 American Association of Cost Engineers
 Construction Specifications Institute
 American Arbitration Association
 New York Building Association

Recent Clients & Projects

GLOBALFOUNDRIES: 8.1 Extension & TDC
 Consolidated Edison East River Repowering Project, New York, New York
 Cobble Hill Health Center, New York, New York
 Highland Hospital, Rochester, New York
 Rochester Psychiatric Center, Rochester, New York
 Lakeside Hospital, Brockport, New York
 Orleans County Nursing Home, Albion, New York
 Westfall/Clinton Medical Campus, Rochester, New York
 Episcopal Church Home, Rochester, New York
 1200 East West Highway, Silver Springs, Maryland
 New York State Correctional Facilities
 Rochester City School District, Rochester, New York
 State University of New York at Buffalo, Buffalo, New York
 Eastman Kodak Company, Rochester, New York
 Rome City School District, Rome, New York
 Loew's New Orleans Hotel, New Orleans, Louisiana
 West Irondequoit Central School District, Rochester, New York

PROFILE

Paul has built a strong track record of successful projects over his thirty-nine years of construction experience. His experience encompasses a broad range of projects that include power, healthcare, schools and universities, office complexes, correctional facilities, hotels, theatres, and multi-family housing units. Strong management and thorough attention to detail are evident in all projects of which he is a part. Such solid leadership has resulted in the success of countless—often complex—projects. Paul is a team member whose construction knowledge and expertise is highly valued and integral to the success of The Pike Company.

Peter J. Cornell

President, Pike Development

EXECUTIVE TEAM MEMBER

Pike Development

Peter has worked in Real Estate Development for over 40 years. He has served as President and CEO of several of the largest real estate development companies in the Albany, New York region for the past 22 years. He has developed seven million square feet of commercial property with a value of \$690 million, and 2 million square feet of residential, senior and student housing with a value of \$255 million. Peter has managed 19 million square feet of commercial property with a value of \$1.4 billion. He has strong relationships with lending institutions encompassing a broad range of financings. Peter has a clear understanding of complex and innovative ownership and financing structures.

Education & Professional Liscence

Bachelor of Arts- St. Michaels College, Winooski, Vermont
NYS Real Estate Broker

Recent Clients & Projects

- Halfmoon Assisted Living Facility
- New Windsor Assisted Living Facility
- DASNY CDCP Garage Rehab - Phase 2
- State Farm Operations Center, Building #2
- Glastonbury-East Hartford Magnet School, a NASA Explorer School
- Utica City School District, Utica, New York
- Lansingburgh CSD
- University at Albany, Albany, New York
- Rensselaer Polytechnic Institute, Troy, New York
- Siena College, Loudonville, New York
- Albany College of Pharmacy, Albany, New York
- Culinary Institute of America, Hyde Park, New York
- Dominican College, Orangeburg, New York
- State Farm Operations Center
- State University Construction Fund
- Hilton Garden Inn, Troy, New York
- Hilton Garden Inn, Congress Street, Rochester, New York
- Hilton Garden Inn, Harley, New Jersey

PROFILE

Peter has a highly regarded leadership ability and is a valuable member of the Pike team. Peter has over 40 years of experience with construction and development. He is a valuable asset to the Pike team.

ASSOCIATIONS, COMMITTEES & AFFILIATIONS

- Director, Green Waste Energy, Inc.
- Northeast Parent and Child-Champion for Children Award
- Director, Living Resources, Albany, NY
- Treasurer, Living Resources Foundation Board
- Director, Schenectady, NY YMCA
- Capitol District, NY Top Executive 50 Group
- Capitol District NY Chamber of Commerce-Board Member
- Colonie Senior Service Centers, Inc. Community Service Award
- Colonie Senior Service Centers, Inc Advisory Council
- Proctos Theatre Schenectady, NY - Board Member
- Guilderland Chamber of Commerce
- Schenectady, NY Chamber of Commerce
- Schenectady Board of Realtors
- YMCA, Schenectady, NY Board

Gerald R. Shaye

President, Shaye Global LLC

EXECUTIVE TEAM MEMBER

Profile

Gerald Shaye, a native of Albany, New York, was educated at Dartmouth College and The Columbia University Graduate School of Business. Upon completing his education, Mr. Shaye served in the Peace Corps in Venezuela, working in the promotion of cooperatives in both urban and rural areas. After his stint in the Peace Corps, Mr. Shaye and several partners founded the first commercial mushroom farm in Venezuela.

He worked for ten years for The Boulton Group in Venezuela, which specialized in the manufacture, importation and distribution of food products, wines and liquors, construction materials and oilfield equipment as well being Venezuela's largest customhouse broker and steamship agent. He spent his last six years in Venezuela as General Manager of Cooperativa La Andina, Venezuela's largest agricultural cooperative, which he had helped found during his Peace Corps service.

In January 1990, Gerald Shaye began working as an International Trade Specialist with The New York State Department of Economic Development. His responsibilities included the promotion of exports as well as the attraction of foreign direct investment. His work involved consulting with businesses and he has successfully assisted many New York State companies to initiate or expand their export operations.

From 1999 until his retirement in October 2012, Mr. Shaye served as Director of International Trade Development for the New York State Department of Economic Development. He was responsible for the development and execution of trade promotion strategies, working with New York State staff and 12 foreign-based NYS offices. He led trade missions to China, Japan, Europe and especially Latin America. Mr. Shaye has worked intensively in the development of a creative export education program, ExportNY, which he delivered in several cities in upstate New York. He has consulted with more than one thousand businesses in New York State and frequently hosts visiting delegations from foreign countries. His responsibilities included the attraction of foreign direct investment in combination with Empire State Development's foreign offices and local partners.

In October 2012 Mr. Shaye founded Shaye Global, LLC, a consulting firm dedicated to international trade development and accepted a position as Executive in Residence at The Sage Colleges. He works actively to provide global opportunities for New York State businesses and educational institutions.

Gerald Shaye teaches International Business and International Marketing in the MBA programs at Union Graduate College, The State University of New York at Albany and at the Universidad del Salvador in Buenos Aires, Argentina. He consults with the Tula, Russia city and regional governments and lectured on trade promotion to businesspeople and students at two Russian universities. In 2012, he taught International Business at Nanjing University of Finance and Economics in China. His work involves frequent contact with consular authorities in New York City.

Past-president of the Tech Valley Global Business Network of New York's Capital Region, Mr. Shaye has been a member of its board for 20 years and was presented with a Lifetime Achievement award from TVGBN in 2012. Mr. Shaye is a frequent speaker on topics related to areas of his professional interests. He is completely fluent in spoken and written Spanish and travels frequently for both business and pleasure.

ASSOCIATIONS, COMMITTEES & AFFILIATIONS

- CHANGE - Consulting for Health, Air, Nature & a Greener Environment, Advisory Board Member
- Albany Fund for Education Board Member
- Albany Roundtable Board Member
- Chairman, Albany-Tula Alliance
- President, Tech Valley Global Business Network of New York's Capital Region
- The Chamber of Schenectady County
- Albany-Colonie Regional Chamber

J. Michael Smith

President, THE CABOT GROUP

EXECUTIVE TEAM MEMBER

Profile

Michael founded THE CABOT GROUP, a diversified commercial real-estate services and advisory firm, in 1971. He has extensive experience in the management, leasing, financing, disposition, and adaptive re-utilization of real estate. As a consultant, Mr. Smith has provided advisory services to a wide variety of corporate, educational, municipal, health care and not-for-profit organizations. Mr. Smith has represented a number of financial institutions needing assistance with troubled real estate and has served as a court appointed Receiver for a wide range of real estate properties throughout Upstate New York.

Education

Mr. Smith received a Bachelor of Science degree from the School of Business Administration at Miami University, Oxford, Ohio, and did advanced study at Miami University in the School of Business Administration's M.B.A. program. Mr. Smith is a licensed Real Estate Broker in the State of New York, has received the CERTIFIED PROPERTY MANAGER designation from the Institute of Real Estate Management, is a member of The International Association of Corporate Real Estate Executives and holds the designation of MASTER OF CORPORATE REAL ESTATE SERVICES.

ASSOCIATIONS, COMMITTEES & AFFILIATIONS

- Institute of Real Estate Management
- Building Owners and Managers Association
- New York State Commercial Association of Realtors
- Society of Industrial and Office Realtors
- CoreNet Global
- Community Associations Institute

Daniel Saperstone

Vice President, THE CABOT GROUP

EXECUTIVE TEAM MEMBER

Profile

Daniel Saperstone has been actively involved in various aspects of the real estate industry for more than 25 years. He has considerable experience in the marketing, leasing and management of a wide variety of real estate assets including general office, medical office, retail and aviation related developments. Prior to joining THE CABOT GROUP, he served as a member of senior management at Rochester area development firms as well as at a commercial mortgage lender.

Mr. Saperstone joined THE CABOT GROUP in 2009 as Vice President, focusing on the marketing, leasing and management of commercial properties. During his tenure at THE CABOT GROUP, Mr. Saperstone has worked closely with a number of the firm's largest institutional clients to successfully lease and/or bring to market a number of high profile properties. He also has extensive experience working with federal, state and local governmental agencies as well as Fortune 500 companies.

Education

Mr. Saperstone received a Bachelor of Arts degree from St. John Fisher College and a Master of Science degree from Nazareth College. He has served on numerous not-for-profit boards and is actively involved in the local real estate community.

Bruce Hunt

Vice President- Facilities Management, THE CABOT GROUP

EXECUTIVE TEAM MEMBER

Profile

Bruce has over thirty years of experience in asset management and facilities maintenance of commercial, medical, retail, manufacturing, warehouse assets throughout Western New York.

Prior to joining THE CABOT GROUP in 2001, he held positions as Director of Real Estate for Richard Gollel & Companies, Property Manager for Wegmans Food Markets and Senior Facility Manager for Eastman Kodak Company. Mr. Hunt is experienced with proactive maintenance procedures, project management, financial budgeting, energy management, team leadership and customer service.

Education

Mr. Hunt is a graduate of the State University of New York at Canton and is a licensed Real Estate salesperson in the State of New York.

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP

- ▶ Letter of Interest
- ▶ Experience & Track Record
- ▶ Operations in Rochester
- ▶ Experience in Scope of Services
- ▶ Skills & Services
- ▶ Budget & Financial Models
- ▶ Readiness and Disposition
- ▶ MWBE
- ▶ Accountability
- ▶ Overall Size
- ▶ History
- ▶ Staffing & Organizational Chart
- ▶ **Shareholders and Partners**
- ▶ Legal
- ▶ Bonding
- ▶ Available Capacity
- ▶ Financial Resources
- ▶ Ongoing Commitments
- ▶ Insurance
- ▶ Financial Statement
- ▶ Fee Methodology

Shareholders and Partners

THE PIKE COMPANY, INC.

Thomas F. Judson Jr.
Rufus Judson
Elisabeth Riveros

PIKE DEVELOPMENT

Thomas F. Judson Jr.
Rufus Judson
Elisabeth Riveros
Peter J. Cornell
William Tehan

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Legal

Please find a list of legal actions in the last 3 years.

As a major development and construction company, The Pike Company is unavoidably involved in litigation. Pike subcontracts an average of \$400 million on an annual basis. Of that, less than .5% results in any dispute. It is our common practice to look for efficient ways to resolve any issues, however, our first responsibility is to our client and we advocate their position with each and every job participant.

Legal Proceedings: Litigation (excluding personal injury or workers' compensation)

PROJECT NAME, LOCATION & OWNER	CASE CAPTION	LIST ALL PARTIES	LOCATION OF PROCEEDING	DESCRIPTION OF DISPUTE	START/END DATES	STATUS AND OUTCOME
Kapoor Hall Buffalo, New York Owner: SUCF	Door Specialist vs. Pike	Door Specialists The Pike Company, Inc.	Western, NY	Subcontractor Dispute	7/2013	Settled.
Maines Paper & Food Service	Maines Paper & Food Service vs. Pike	Maines Paper & Food Service The Pike Company, Inc.	Binghamton, NY	Breach of contract due to faulty design. Pike was GC and nothing to do with the design.	Start: 6/2014 Ongoing	Ongoing
Vent Fitness Albany, New York Owner: Muscle Makers	Muscle Makers, Inc. vs. Pike	Muscle Markers, Guilderland, LLC The Pike Company, Inc.	Albany, NY	Breach of contract due to damage caused by torrential rain.	Start: 3/2013 Ongoing	Ongoing
SUNY Plattsburgh School of Business & Economics Plattsburgh, NY Owner: SUCF	Jersen, LLC vs. Pike	Jersen, LLC The Pike Company, Inc.	Albany, NY	Subcontractor suing Pike because the Owner demanded Jersen meet the masonry specs.	Start: 9/2013 Ongoing	Ongoing
Various Projects	Pike vs. Rochester Custom Millwork (RCM)	The Pike Company, Inc. RCM	Rochester, NY	Subcontractor failed to complete four jobs for Pike	Start: 5/2014	Ongoing
SUNY Oswego, Piez Hall Oswego, NY Owner: SUCF	Ceilings Plus vs. Pike	The Pike Company, Inc. Ceilings Plus	Rochester, NY	Subcontractor delivered damaged ceiling tiles to job and wants Pike to pay for them.	Start: 1/2014	Ongoing
SUNY Oswego, Piez Hall Oswego, NY Owner: SUCF	Pike vs. Empire Concrete Systems	The Pike Company, Inc. Empire Concrete Systems	Rochester, NY	Subcontractor falsified lien waiver and failed to pay sub-subcontractor and vendors.	Start: 2013	Ongoing
Artspace Patchogue, NY Owner: Artspace	Custom Weld vs. The Pike Company	Custom Weld The Pike Company, Inc.	Rochester, NY & Long Island, NY	Subcontractor dispute filed on 7/12/2010 due to termination for cause by Pike.	Start: 7/12/2010 End: 2014	Settled.
Wal-Mart Malone, NY Owner: Wal-Mart	Baisch, Inc. v. The Pike Company, Inc.	Baisch, Inc. The Pike Company, Inc.	New York State Supreme Court (Monroe County)	On September 25, 2007, The Pike Company was sued by Baisch, Inc., seeking \$152,113.71 in damages for alleged breach of contract. Pike served an answer on October 19, 2007, denying all allegations by Baisch and asserting a counterclaim for \$60,000 for alleged breach of contract by Baisch.	Start: 10/19/2007 End: 2014	Settled.

<p>Albany County Courthouse Albany, New York Albany County</p>	<p>The Pike Company vs. The County of Albany, New York</p>	<p>The County of Albany, New York The Pike Company, Inc.</p>	<p>New York State</p>	<p>On August 4, 2008, Albany County terminated The Pike Company, Inc.'s contract for general contracting work on the Albany County Courthouse Renovation Project, allegedly for cause. This action by Albany County, however, came more than three months after Pike filed a lawsuit claiming the County had breached its agreement with Pike on numerous grounds. Pike was hired for the project, along with eight other prime contractors, in 2005. Since the commencement of the project, the nature and scope of the project changed dramatically from what Pike originally bid, planned and priced. In addition, there were numerous hindrances, interferences, instances of redesign and re-sequencing that changed the nature of Pike's work on the project. These changes resulted in excess of 500 days of delay to Pike's work, significantly impacting the timeline and cost of the courthouse renovation project, a fact supported by the analysis of a construction scheduling and delay expert. Despite Pike's efforts to demonstrate to the County, its construction manager and architect, the actions by and on behalf of the County that were contributing to the delay of the project, the County remained unresponsive in recognizing its own culpability and the impact to Pike and its subcontractors. Based on these developments, Pike made the decision to take legal action against Albany County. Pike filed its lawsuit in April 2008 to recoup costs to it and its subcontractors caused by project delays directly attributable to the County and its agents. Among the grounds cited in Pike's action, Pike contends the County breached the agreement by failing to coordinate the work of all prime contractors; failing to adhere to the original project schedule; failing to allow Pike into specific project areas to do its Work; failing to provide a complete and fully integrated project design and project schedule, and failing to make timely payment to Pike for work performed, among other things. Pike's lawsuit seeks to recover damages realized by Pike and its subcontractors as a result of the County's failure to properly manage and coordinate the project, thus preventing Pike from maintaining its construction schedule. Despite filing its lawsuit, Pike continued in good faith to diligently progress its work on the project to the best of its ability under the circumstances presented. Both before and after commencing the action, Pike attempted to have good faith discussions with the County in an effort to resolve on-going issues impacting the continued progress of the work. Despite these efforts, Pike believes the County was unwilling to engage in meaningful discussions. Furthermore, the County's own breaches of the agreement continued to frustrate Pike's efforts. Pike contends, and is prepared to demonstrate, that the County's termination of Pike was wrongful. Following the County's termination of Pike, the County called upon Pike's performance bond surety to complete performance under the terms of the bond. Following its preliminary investigation, the surety concluded that there had been a default by Albany County and that there was an insufficient basis for the County's declaration of Pike's default and termination of its right to perform the contract.</p>	<p>Start: 8/4/2008 Ongoing</p>	<p>2nd Mediation Conference Scheduled for June 17th, 2014</p>
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<p>Albany County Courthouse Albany, New York Albany County</p>	<p>Titan Roofing, Inc. vs. The Pike Company, Inc., XL Specialty Insurance Company and XL Reinsurance America, Inc.</p>	<p>Titan Roofing, Inc. XL Specialty Insurance Company XL Reinsurance America, Inc. The Pike Company, Inc.</p>	<p>New York State Supreme Court (Albany County)</p>	<p>On or about May 28, 2009, Titan Roofing, Inc. commenced an action against Pike and its payment bond sureties on the Albany County Courthouse project, XL Specialty Insurance Company and XL Reinsurance America, Inc., seeking \$294,140.69 allegedly owed to Titan Roofing for subcontract work performed on the project. Titan Roofing asserted claims for breach of contract and upon the labor and material payment bond issued by the sureties. In response, Pike has asserted a number of affirmative defenses. The main thrust of Pike defense is that the amount claimed due by Titan is offset in whole or in part by incomplete, defective work and delays on the part of Titan. Furthermore, Pike contends that subcontract retainage was not earned until after Pike's termination and therefore, is not payable by Pike. Also at issue is the extent and value of work performed by Titan after Pike's termination, which would not be for Pike's account.</p>	<p>Start: 5/28/2009 Ongoing</p>	<p>The matter is currently in discovery.</p>
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<p>Albany County Courthouse Albany, New York Albany County</p>	<p>Rochester Linoleum & Carpet Center, Inc. dba Rochester Flooring Resource vs. The Pike Company, Inc., XL Specialty Insurance Company and XL Reinsurance America, Inc.</p>	<p>Rochester Linoleum & Carpet Center, Inc. dba Rochester Flooring Resource XL Specialty Insurance Company XL Reinsurance America, Inc. The Pike Company, Inc.</p>	<p>Monroe County Supreme Court</p>	<p>On or about January 21, 2009, Rochester Linoleum & Carpet Center d/b/a Rochester Flooring Resource commenced an action against Pike and its payment bond sureties on the Albany County Courthouse project, XL Specialty Insurance Company and XL Reinsurance America, Inc., seeking \$126,543.30 allegedly owed to Rochester Linoleum for subcontract work performed on the project. Rochester Linoleum asserted claims for breach of contract, account stated, upon the labor and material payment bond issued by the sureties, and for the interest and attorney's fees. In response, Pike asserted a number of affirmative defenses. The main thrust of Pike defense is that the amount claimed due by Rochester Linoleum is offset in whole or in part by incomplete or defective work on the part of Rochester Linoleum. Furthermore, Pike contends that subcontract retainage was not earned until after Pike's termination and therefore is not payable by Pike. Also at issue is the extent and value of work performed by Rochester Linoleum after Pike's termination, which would not be for Pike's account.</p>	<p>Start: 1/21/2009 Ongoing</p>	<p>After commencement of the action, Rochester Linoleum asked that the action be stayed pending the completion of Rochester Linoleum's work on the project. Following Pike's termination, Rochester Linoleum performed work directly for Albany County. As a result, Rochester Linoleum believes it may ultimately be fully compensated by the County and therefore may have no further claim against Pike and upon the labor and material payment bond. As a result, discovery has not yet been conducted and no further action has been taken since the service of answers on behalf of Pike and the sureties.</p>
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Legal Proceedings: Administrative Proceedings

PROJECT NAME, LOCATION & OWNER	CASE CAPTION	LIST ALL PARTIES	LOCATION OF PROCEEDING	DESCRIPTION OF DISPUTE	START/END DATES	STATUS AND OUTCOME
<p>Department of Industrial Accidents Administrative Appeal re: Stop Work Order No. 12-17876</p>		<p>Department of Industrial Accidents The Pike Company, Inc</p>	<p>Massachusetts</p>	<p>On or about December 4, 2012 an investigator for the DIA visited a Pike project site to confirm Pike's compliance the Massachusetts Worker's Compensation Law. The investigator reviewed Pike's worker's compensation insurance information page and noted that Massachusetts appeared in section 3C and not in section 3A in keeping with the DIA's requirements. As such, the DIA investigator issued a Stop Work Order. Pike immediately reached out to Travelers and, with Travelers' assistance, provided the DIA with a letter that (1) confirmed coverage; and (2) showed that Pike had remedied the 3A/3C issue. Nevertheless, due to the issuance of the Stop Work Order, Pike was erroneously debarred from performing public construction work in Massachusetts. Pike also paid a \$1500 fine. Pike sought an appeal before a DIA hearing.</p>	<p>12/2012-2014</p>	<p>After the hearing The Pike Company was removed from the debarment list and was refunded fine by DIA.</p>

Legal Proceedings: Arbitrations

PROJECT NAME, LOCATION & OWNER	CASE CAPTION	LIST ALL PARTIES	LOCATION OF PROCEEDING	DESCRIPTION OF DISPUTE	START/END DATES	STATUS AND OUTCOME
Lemans Parts Unlimited Distribution Facility Ballston Spa, NY Owner: Lemans Corporation	Fox v. Pike	Fred Fox The Pike Company, Inc.	New York	On April 3, 2008, Fred Fox served an arbitration demand alleging damages in the amount of \$500,000 to \$1,000,000 relating to a building designed and constructed by Pike that allegedly has certain structural problems caused by expanding pyrite in the foundation base under the concrete slab. Further testing of the slab is underway and is expected to be completed by Summer 2010, to be followed by non-binding mediation and later by binding arbitration, if necessary.	Start: 4/3/2008 Ongoing	Ongoing

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Vent Fitness Albany, New York Owner: Muscle Makers	Muscle Makers, Inc. vs. Pike	Muscle Markers, Guilderland, LLC The Pike Company, Inc.	Albany, NY	Breach of contract due to damage caused by torrential rain.	Start: 3/2013 Ongoing	Ongoing
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SUNY Oswego, Piez Hall Oswego, NY Owner: SUCF	Ceilings Plus vs. Pike	The Pike Company, Inc. Ceilings Plus	Rochester, NY	Subcontractor delivered damaged ceiling tiles to job and wants Pike to pay for them.	Start: 1/2014	Ongoing
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- ▶ Ongoing Commitments
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- ▶ Financial Statement
- ▶ Fee Methodology

Bonding

	BONDING CAPACITY
SINGLE PROJECT LIMIT	\$150 MILLION
AGGREGATE	\$450 MILLION



June 13, 2014

Fort Schuyler Management Corporation (FSMC)
Attn: Alicia Dicks, President, FSMC
c/o Joseph Schell, Procurement
SUNY College of Nanoscale Science & Engineering
257 Fuller Road
Albany, NY 12203

Re: The Pike Company, Inc.
One Circle Street, Rochester, NY 14607

Project: Developer in the Greater Rochester Area

Zurich North America Surety

251 Salina Meadows Parkway,
Suite 200
North Syracuse, NY 13212

Phone + 1.800.255.6999
<http://www.zurich.com>

Direct Phone 315-461-5327
Direct Fax 315-461-5330

Dear Ms. Dicks:

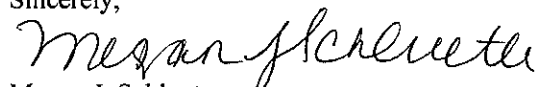
Zurich American Insurance Company and/or its subsidiary, Fidelity and Deposit Company of Maryland, is currently providing surety credit to The Pike Company, Inc. for single projects of \$150,000,000 and an aggregate uncompleted backlog of \$450,000,000. Zurich/F&D is rated "A+" (Superior) with a financial size category of XV (\$2 billion +) by AM Best and has a US Treasury Limit exceeding \$693million.

The Pike Company, Inc. has continually demonstrated the ability to deliver projects on time and within budget. We have the utmost confidence in their management and project delivery; thereby, highly recommend The Pike Company, Inc. for any of your projects.

Our consideration and issuance of the bonds is a matter solely between The Pike Company, Inc. and ourselves and we assume no liability to third parties or to you by the issuance of this letter.

We trust that this information meets with your satisfaction. If there are further questions, please feel free to contact me.

Sincerely,


Megan J. Schlueter
Attorney-in-Fact

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Nancy MANCUSO, Antonio V. CORASANITI, Megan J. SCHLUETER, Annette M. SMITH and Michael FAIOLA, all of Rochester, New York, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 10th day of May, A.D. 2012.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: *Eric D. Barnes*
Assistant Secretary
Eric D. Barnes

Thomas O. McClellan
Vice President
Thomas O. McClellan

State of Maryland
City of Baltimore

On this 10th day of May, A.D. 2012, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and ERIC D. BARNES, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Constance A. Dunn

Constance A. Dunn, Notary Public
My Commission Expires: July 14, 2015



EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 13th day of JUNE, 2014.



Geoffrey Delisio

Geoffrey Delisio, Vice President

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP

- ▶ Letter of Interest
- ▶ Experience & Track Record
- ▶ Operations in Rochester
- ▶ Experience in Scope of Services
- ▶ Skills & Services
- ▶ Budget & Financial Models
- ▶ Readiness and Disposition
- ▶ MWBE
- ▶ Accountability
- ▶ Overall Size
- ▶ History
- ▶ Staffing & Organizational Chart
- ▶ Shareholders and Partners
- ▶ Legal
- ▶ Bonding
- ▶ **Available Capacity**
- ▶ Financial Resources
- ▶ Ongoing Commitments
- ▶ Insurance
- ▶ Financial Statement
- ▶ Fee Methodology

Available Capacity

The Pike Company is confident that our team embodies the absolute best combination of experience, commitment and management abilities to ensure the success of the project. We have assembled a team of established local firms coupled with world class experts.

The team has vast resources, including a combined workforce of over 57,000 employees. Over 1,600 existing employees are within 200 miles of the Greater Rochester Area and have flexible availability for full or part-time services.

	PIKE COMPANIES	CABOT	EYP
ESTABLISHED	1873	1971	1972
NO. OF EMPLOYEES	> 650	75	> 300
YEARLY VALUE OF MANAGED PROJECTS	\$1.1 B	\$100 M	\$900 M

STAFFING RESOURCES

Our team has an extensive availability of staffing resources, with numerous skill sets and expertise.

	PIKE	CABOT	EYP
TOTAL	657	75	307
PROJECT DIRECTORS	26	-	12
PROJECT MANAGERS	57	2	27
PROJECT SUPERINTENDENTS	78	-	0
PROJECT ENGINEERS	34	-	85
PROJECT COORDINATORS	22	-	-
ESTIMATORS	27	-	-
ADMINISTRATIVE	86	18	61
FIELD SUPPORT	327	55	8
PROJECT ARCHITECTS	-	-	114

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Financial Resources

The Pike Company has been in business since 1873. We have not had a bank loan in our construction company in the last twenty-eight years and our unencumbered treasury position averages \$30 million. Pike Development has multiple banking relationships and to date has had no limit on project specific financials.

Please also refer to our financial statement.

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Ongoing Commitments

CURRENT CONTRACTS

Project Name and Location	Owner	Owner Contact	Prime or Sub?	Category of Work	Architect	Architect Contact	Project Cost	Percent Complete	Percent Not Complete	Start Date	Scheduled Completion Date
Genesee Community Charter School Expansion, Rochester, New York	Genesee Community Charter School	Joe Graves 585-755-7040 joe_graves@rmisc.org	Prime	General Construction - Lump Sum	HABZA Architect	Dan Habza 585-330-9576	\$1,209,000	90%	10%	Aug-13	Jun-14
Tonawanda Central School District - Phase 1 & 2, Tonawanda, NY	Tonawanda Central School District	Stephen Perry 716-694-7680	Prime	Construction Management - Agency	Wendel	Brian Brady 716-688-0766	\$11,975,000	72%	28%	Dec-11	Jun-14
Webster Army Reserve Center, Webster, NY	United States Army Corp of Engineers	Daniel Ward 315-408-6376 danielp.ward@usace.army.mil	Prime	General Construction - Lump Sum	GLMV Architects	Not yet available	\$16,447,000	77%	23%	Feb-13	Jun-14
Sibley Hall 3rd Floor Fit-Out, Cornell University, Ithaca, NY	Cornell University	Plannin Mr. Art Stren	Prime	General Construction - Lump Sum	Leven Betts	Siella Betts 212-242-1414	\$3,299,000	72%	28%	TBD	Jun-14
Walmart Store, Pasadena, MD	Walmart Stores East, L.P.	Bryan Mills 479-204-3044 bryan.mills@wal-mart.com	Prime	General Construction - Lump Sum	DLH Architect	David Hoffman 316-268-0230	\$10,356,000	72%	28%	Oct-13	Jun-14
Science Technology Building, SUNY Fredonia, Fredonia, NY	New York State University Construction Fund	Peter Taylor 518-320-3231 peter.taylor@suny.edu	Prime	General Construction - Lump Sum	Mitchell/Giurgola	John Doherty 212-683-4000	\$42,437,539	80%	20%	Jul-11	Jul-14
Shenandoah National Park, Luray, VA	Delaware North Companies	Shelly Guseman 321-449-4361 sguseman@dncinc.com	Prime	Construction Management at Risk - Negotiated GMP	HLL Architects	Matt Meier	\$1,378,109	1%	99%	Feb-14	Jul-14
Houghton College Athletic Complex, Houghton, NY	Houghton College	Skip Lord 585-597-9645 harold.lord@houghton.edu	Prime	Owners Representative	Keystone Assoc	Kenneth Gay 607-722-1100	\$14,929,634	75%	25%	Jun-13	Aug-14
Emeritus at Scarborough, Scarborough, ME	Columbia Wegmans Scarborough, LLC	Robert Beach 585-225-7370 rob@wegmancompanies.com	Prime	Construction Management at Risk - Negotiated GMP	Young & Wright	Howard Waltz 585-461-4771	\$11,000,000	65%	35%	Jun-13	Aug-14
Noyes Emergency Services Expansion	Nicholas H. Noyes Memorial Hospital	Deb McCray 585-905-2151 dmcrcray@noyes-hospital.org	Prime	Construction Management at Risk - Negotiated GMP	Gardner Plus Arc	Dave Gardner 585-321-1210	\$6,700,000	65%	35%	Apr-13	Aug-14
Lafarge - Ravenna Modernization Project (Cement Plant), Ravenna, NY	Lafarge Building Materials, Inc.	John Light 678-867-1321 john.light@lafarge.com	Prime	General Construction - Lump Sum	N/A	N/A	\$3,527,000	1%	99%	Mar-14	Aug-14
Sams Club, Mechanicsburg, PA	Sams East Inc. (Wal-Mart Stores)	Ken McKeen 479-204-6667 Ken.McKeene@wal-mart.com	Prime	General Construction - Lump Sum	Raymond Harris	Eusebi Padilla (Po) 214-749-0626	\$10,411,000	15%	85%	Jan-14	Sep-14
Modernization Program, John Williams School No. 5, Rochester, NY	Rochester Joint Schools Construction Board	Thomas Renaub 585-512-3806 trenaub@aol.com	Prime	Construction Management - Agent - Lump Sum Contract	Young & Wright	Rishawn Sonubi 716-842-1800	\$20,040,000	60%	40%	Sep-12	Sep-14
SMH Transformer Replacements, Rochester, NY	University of Rochester	James Carty, PM 585-275-1070 jcarty@UR.Rochester.edu	Prime	General Construction - Lump Sum	Ballinger	Dan Williams 215-446-0668 dwilliam@ballinger-ae.com	\$4,246,500	60%	40%	Apr-12	Sep-14
East High School, Rochester, NY	Rochester Joint Schools Construction Board	Thomas Renaub 585-262-8476 trenaub@aol.com	Prime	General Construction - Lump Sum	Cannon Design	Richard Little 716-774-3493	\$10,601,900	60%	40%	May-13	Sep-14
Nazareth College & Wellness Institute, Rochester, NY	Nazareth College	Client: Lechase Construction, LLC Marc Bennett	Prime	General Construction - Lump Sum	SWBR Architects	Steven Fernaays, AIA 585-232-8300	\$1,521,335	0%	100%	Apr-14	Sep-14
College Town, Rochester, NY	CT Rochester LLC	Torben Arend 401-456-5526 tarend@gilbanecco.com	Prime	Construction Management at Risk - Negotiated GMP	Davis Carter Scot	Hiro Nimalani 703-556-9275 x3229	\$27,571,728	55%	45%	Sep-13	Oct-14

CURRENT CONTRACTS CONTINUED

Project Name and Location	Owner	Owner Contact	Prime or Sub?	Category of Work	Architect	Architect Contact	Project Cost	Percent Complete	Percent Not Complete	Start Date	Scheduled Completion Date
Corning Headquarters Skylight / Roof Replacement Project Corning, New York	Corning, Inc.	Ms. Kate Kieli 607-374-8340 kieli@corning.com	Prime	Design-Build	Dewberry	Keith Izler, PE	\$872,476	55%	45%	Sep-13	Oct-14
Amherst St. Wine & Liquor Amherst, New York	Wegmans Food Markets, Inc.	John Hallenbeck, P.E. 585-279-5456 john.hallenbeck@wegmans.com	Prime	Design-Build	Pardi Partnership	Alfred Pardi 585-454-4670	\$2,140,000	0%	100%	Feb-14	Oct-14
UMU Cancer Center Expansion Syracuse, New York	SUNY Upstate Medical University	Marius Dumitran 315-464-3819 dumitram@upstate.edu	Prime	General Construction - Lump Sum	Ewing Cole Archt	Patrick Bruner, RA 315-625-4423	\$15,473,500	80%	20%	Apr-12	Dec-14
UMU Cord Blood Bank Syracuse, NY	SUNY Upstate Medical University	Not yet available	Prime	Construction Management as Agent	Not yet available	Not yet available	\$163,480	40%	60%	Aug-12	Dec-14
Edison Technical & Occupational Education Center Rochester, NY	Rochester Joint Schools Construction Board	Thomas Renaudo 585-512-3806 trenauto@aol.com	Prime	General Construction - Lump Sum	LaBella Associat	Not yet available	\$12,483,000	40%	60%	Jun-13	Dec-14
RGRTA Transit Center Project Rochester, NY	Rochester-Genesee Regional Transportation Authority	Mark Ballestein, PE 585-654-0252 mballestein@igrita.com	Prime	Design-Build	Bergmann Assoc	Joseph Isvan, AIA NCARB, LEED AP 585-232-5137	\$35,000,000	65%	35%	Nov-11	Dec-14
University of Rochester Medical Center - Strong West Brockport, NY 14420	University of Rochester Medical Center	Dante Paladino dpaladino@facilities.rochester.edu	Prime	Construction Management	Gardner Plus Arc	Dave Gardner 585-321-1210	\$10,497,748	3%	97%	Mar-14	Jan-15
Regeneration Terant Tarrytown, NY	Regeneration Pharmaceuticals, Inc.	Joanne Deyo 914-345-7407	Prime	Construction Management at Risk - Negotiated GMP	Perkins + Will	William Harris 617-478-0300	\$100,000,000	0%	100%	Nov-13	May-15
Port of Rochester Marina Development Project Rochester, NY	City of Rochester	Mark Gregor 585-428-5978	Prime	General Construction - Unit	LaBella Associat	Steve Metzger 585-295-6223	\$12,624,186	10%	90%	Oct-13	May-15
FLCC Geneva Campus Geneva, NY	Ontario County	Thomas Harvey 585-396-4455	Prime	Construction Management - Agency	Robert Zlich Architect	Robert Zlich 518-638-4343	\$568,266	15%	85%	Dec-12	Jun-15
Seneca Art and Culture Center at Ganondagan Victor, NY	Friends of Ganondagan	Not yet available	Prime	Construction Management at Risk - Negotiated GMP	Not yet available	Not yet available	\$5,654,902	1%	99%	Mar-14	Jul-15
Buffalo Zoo Arctic Edge Exhibit Buffalo, New York	Zoological Society of Buffalo	Dr. Donna Fernandes 716-955-6144 dmfernand@aol.com	Prime	Construction Management at Risk - Negotiated GMP	Foit-Albert Assoc	Gwen Howard ghoward@foit-albert.com	\$11,294,747	1%	99%	Nov-13	Aug-15
Rochester Schools Modernization Program, James P.B. Duffy School No. 12 New Windsor Assisted Living Facility New Windsor, NY	Rochester Joint Schools Construction Board	Thomas Renaudo 585-512-3806 trenauto@aol.com	Prime	Construction Management - Agent - Lump Sum Contract	SEI Design Group	Ted W. Mountain, AIA 585-442-7010	\$21,240,000	20%	80%	Sep-12	Sep-15
Wheatland-Chili CSD 2013 Capital Improvements Scottsville, NY	Fred Straub & Alex Gellatly	Fred Straub 585-889-0246 debratn_jer@wheatland.k12.ny.us	Prime	Negotiated GMP	Re4orm Architect	JT Pollard 518-399-4174	\$24,000,000	0%	100%	8/12/2013 (preconstruct ion)	Oct-15
Chatham CSD - Phase 2 Capital Improvement Fallsburg CSD Fallsburg, NY	Wheatland-Chili CSD Chatham CSD Fallsburg CSD	Deborah LeH, Ed.D 585-889-0246 debratn_jer@wheatland.k12.ny.us Cheryl Nuciforo 518-392-6262 Dan Grecco dgrecco@fallsburgcsd.net	Prime	Construction Management - Agency - Lump Sum Contract	SEI Design Group	Michael Ebertz 585-442-7010	\$5,910,983	10%	90%	May-13	Oct-15
			Prime	Construction Management - Lump Sum	SEI Design Group	Matt Monahan 518-435-2467	\$785,000	0%	100%	Jun-14	Oct-15
			Prime	Construction Management - Lump Sum	Tetra Tech Archt	Bob Chambers	\$11,000,000	10%	90%	Aug-13	Oct-15

CURRENT CONTRACTS CONTINUED

Project Name and Location	Owner	Owner Contact	Prime or Sub?	Category of Work	Architect	Architect Contact	Project Cost	Percent Complete	Percent Not Complete	Start Date	Scheduled Completion Date
New Hartford Central School District New Hartford, NY	New Hartford Central School District	Mary Mandel 315-624-1202	Prime	Construction Management - Agency - Lump Sum Contract	Tetra Tech Archit	Craig Lamoreaux 607-227-7100	\$20,000,000	10%	90%	Oct-12	Nov-15
Haltmoon Assisted Living Facility Haltmoon, NY	Tiara Royal, LLC	Not yet available	Prime	Design-Build - Negotiated GMP	Not yet available	Not yet available	\$16,000,000	80%	20%	Oct-12	Dec-15
Mohawk Correctional Facility - Waish - RMU Rome, NY	New York State Office of General Services	Kendall Thorpe 607-734-0592 ken.thorpe@ogs.ny.gov	Prime	Construction Management - Agency	New York State C	Reid Simonds 518-474-0216 reid.simonds@ogs.ny.gov	\$34,000,000	25%	75%	Dec-11	Dec-16
Capital Project Ulica, NY	Ulica City School District	James Willis 315-792-2222 jwillis@ulicaschools.org	Prime	Construction Management - Agency	Sfiegltz & Snyder	Jeffrey Klobetzer 716-828-9166	\$187,600,000	68%	32%	Aug-08	Dec-16
GLOBALFOUNDRIES Fab 8 2 Expansion Malta, New York	GLOBALFOUNDRIES, Inc.	Gerald L. Goff 518-305-9117 gerald.goff@GLOBALFOUNDRIES.com	Prime (With URS Corporation)	Consultant - Program Manager	M+W Group	Francis E. Griggs III, PE 518-266-3430	Confidential	10%	90%	Oct-12	Oct-17

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP

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STATE OF NEW YORK
WORKERS' COMPENSATION BOARD

CERTIFICATE OF NYS WORKERS' COMPENSATION INSURANCE COVERAGE

<p>1a. Legal Name & Address of Insured (Use street address only)</p> <p>The Pike Company, Inc. Attn: Stacy Akel One Circle Street Rochester, NY 14607</p> <p>Work Location of Insured (Only required if coverage is specifically limited to certain locations in New York State, i.e., a Wrap-Up Policy)</p>	<p>1b. Business Telephone Number of Insured 585-271-5256</p> <p>1c. NYS Unemployment Insurance Employer Registration Number of Insured</p> <p>1d. Federal Employer Identification Number of Insured or Social Security Number 161279112</p>
<p>2. Name and Address of the Entity Requesting Proof of Coverage (Entity Being Listed as the Certificate Holder)</p> <p>Fort Schuyler Management Corporation SUNYIT 100 Seymour Road Utica, NY 13502</p>	<p>3a. Name of Insurance Carrier Charter Oak Fire Insurance Company</p> <p>3b. Policy Number of entity listed in box "1a" VTC2OUB8203A19213</p> <p>3c. Policy effective period 12/01/13 – 12/01/14</p> <p>3d. The Proprietor, Partners or Executive Officers are <input checked="" type="checkbox"/> included. (Only check box if all partners/officers included) <input type="checkbox"/> all excluded or certain partners/officers excluded.</p>

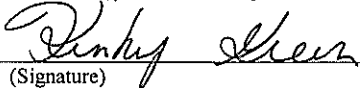
This certifies that the insurance carrier indicated above in box "3" insures the business referenced above in box "1a" for workers' compensation under the New York State Workers' Compensation Law. (To use this form, New York (NY) must be listed under **Item 3A** on the INFORMATION PAGE of the workers' compensation insurance policy). The Insurance Carrier or its licensed agent will send this Certificate of Insurance to the entity listed above as the certificate holder in box "2".

The Insurance Carrier will also notify the above certificate holder within 10 days IF a policy is canceled due to nonpayment of premiums or within 30 days IF there are reasons other than nonpayment of premiums that cancel the policy or eliminate the insured from the coverage indicated on this Certificate. (These notices may be sent by regular mail.) Otherwise, this Certificate is valid for one year after this form is approved by the insurance carrier or its licensed agent, or until the policy expiration date listed in box "3c", whichever is earlier.

Please Note: Upon the cancellation of the workers' compensation policy indicated on this form, if the business continues to be named on a permit, license or contract issued by a certificate holder, the business must provide that certificate holder with a new Certificate of Workers' Compensation Coverage or other authorized proof that the business is complying with the mandatory coverage requirements of the New York State Workers' Compensation Law.

Under penalty of perjury, I certify that I am an authorized representative or licensed agent of the insurance carrier referenced above and that the named insured has the coverage as depicted on this form.

Approved by: _____ Kimberly Green _____
(Print name of authorized representative or licensed agent of insurance carrier)

Approved by: _____  _____ 6/11/14 _____
(Signature) (Date)

Title: _____ Assistant Vice President _____

Telephone Number of authorized representative or licensed agent of insurance carrier:

Please Note: Only insurance carriers and their licensed agents are authorized to issue Form C-105.2. Insurance brokers are NOT authorized to issue it.

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THE PIKE COMPANIES LIMITED AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2013 AND 2012

	<u>2013</u>	<u>2012</u>
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 31,356,863	\$ 30,378,221
Marketable securities	8,646,010	8,645,043
Accounts receivable -		
Trade	63,272,911	53,797,331
Retention	28,611,886	19,834,224
Other	<u>127,638</u>	<u>1,866,410</u>
Total accounts receivable	92,012,435	75,497,965
Contracts in progress -		
Costs and estimated earnings in excess of billings on contracts in progress	1,987,816	3,503,041
Due from related party	559,602	-
Other current assets	1,465,864	1,666,131
Assets associated with discontinued operations	<u>-</u>	<u>15,717,677</u>
Total current assets	136,028,590	135,408,078
PROPERTY, PLANT AND EQUIPMENT, net	3,340,753	3,636,542
INVESTMENT IN UNCONSOLIDATED JOINT VENTURES	441,530	2,061,251
GOODWILL	139,160	139,160
INTANGIBLE ASSETS:		
Customer relationships	4,277,752	3,834,000
Purchased contracts	<u>200,000</u>	<u>200,000</u>
	4,477,752	4,034,000
Less: Accumulated amortization	<u>(1,584,500)</u>	<u>(121,037)</u>
	<u>2,893,252</u>	<u>3,912,963</u>
CASH SURRENDER VALUE OF LIFE INSURANCE	266,408	254,841
OTHER ASSETS	<u>316,514</u>	<u>330,149</u>
	<u>\$ 143,426,207</u>	<u>\$ 145,742,984</u>

(Continued)

THE PIKE COMPANIES LIMITED AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS
 DECEMBER 31, 2013 AND 2012
 (Continued)

	<u>2013</u>	<u>2012</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Current portion of long-term debt	\$ 783,622	\$ 1,381,578
Line-of-credit	-	700,000
Accounts payable -		
Trade	50,881,529	51,652,089
Retention	<u>32,140,603</u>	<u>23,340,513</u>
Total accounts payable	83,022,132	74,992,602
Billings in excess of costs and estimated earnings on contracts in progress	16,135,321	16,487,834
Obligations to complete contracts	2,474,539	1,513,720
Accrued expenses	6,452,078	8,081,764
Liabilities associated with discontinued operations	<u>-</u>	<u>11,543,242</u>
Total current liabilities	108,867,692	114,700,740
LONG-TERM INSURANCE AND OTHER LIABILITIES	3,387,425	2,548,600
LONG-TERM DEBT, net of current portion	<u>5,611,992</u>	<u>4,586,600</u>
Total liabilities	<u>117,867,109</u>	<u>121,835,940</u>
STOCKHOLDERS' EQUITY:		
Common stock, par value \$1.00 per share. Authorized 1,500 shares of Class A and 1,500 shares of Class B; issued and outstanding 797 shares of Class A and 200 shares of Class B	997	997
Additional paid-in capital	2,720,856	2,720,856
Accumulated other comprehensive income	38,510	182,466
Retained earnings	<u>22,798,735</u>	<u>21,002,725</u>
Total stockholders' equity	<u>25,559,098</u>	<u>23,907,044</u>
	<u>\$ 143,426,207</u>	<u>\$ 145,742,984</u>

The accompanying notes are an integral part of these statements.

▶ PROPOSAL: DEVELOPMENT PARTNERSHIP

- ▶ Letter of Interest
- ▶ Experience & Track Record
- ▶ Operations in Rochester
- ▶ Experience in Scope of Services
- ▶ Skills & Services
- ▶ Budget & Financial Models
- ▶ Readiness and Disposition
- ▶ MWBE
- ▶ Accountability
- ▶ Overall Size
- ▶ History
- ▶ Staffing & Organizational Chart
- ▶ Shareholders and Partners
- ▶ Legal
- ▶ Bonding
- ▶ Available Capacity
- ▶ Financial Resources
- ▶ Ongoing Commitments
- ▶ Insurance
- ▶ Financial Statement
- ▶ **Fee Methodology**

Fee Methodology

RENTAL

Should the property be developed for Pike Development, our approach would be design-build, providing a GMP up front to ensure a reliable rent. Pike is in the unique position of controlling the construction, development and financing services. Rent would be established on a triple net basis with the base rent determined by the bank mandated coverage ratio, typically 1.20, (i.e. rent= debt service x 1.2).

SITE SELECTION

Should we be required to provide sites which are ultimately purchased by the Fort Schuyler Management Corporation, there will be no separate fees charged. We will accept the Real Estate Commission on the seller's side.

DEVELOPER SERVICES

The developer services fee will be 2-3 %, depending on the complexity of the transaction.

THE **PIKE** COMPANIES



EYP/®

