

A Joint Report by a
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION PANEL
&
BOLAN SMART ASSOCIATES, INC.

REVENUE AND JOB IMPACT ANALYSIS



THE RELOCATION OF THE FEDERAL BUREAU OF INVESTIGATION HEADQUARTERS

JUNE 2013

ABOUT THE STUDY TEAM

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**REVENUE AND JOB IMPACT ANALYSIS:
THE RELOCATION OF THE FEDERAL BUREAU OF INVESTIGATION
HEADQUARTERS**

PREPARED FOR THE
OFFICE OF THE CHIEF FINANCIAL OFFICER OF THE DISTRICT OF COLUMBIA



**BOLAN SMART
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The views expressed in this report are those of the joint Study Team, reviewed by the Academy Panel. They do not necessarily reflect the views of the Academy as an institution.

Foreword

The Federal Bureau of Investigation (FBI) has coordinated their national operations from the J. Edgar Hoover Building in downtown Washington, D.C. since 1974. It has been well documented by the FBI, the U.S. General Services Administration (GSA), and the Government Accountability Office (GAO) that the FBI Headquarters building has fallen into disrepair. Moreover, it accommodates only 52 percent of its 11,050 Headquarters-related workers located in the DC area. In 2012, GSA issued a Request for Information (RFI) to gauge regional possibilities for developing a new FBI Headquarters, a request that garnered 35 responses. One of the responses, from the District of Columbia, offered Poplar Point as a site for a new campus for the FBI—a largely underdeveloped 110 acre area that abuts the Anacostia River. The National Park Service and U.S. Park Police have facilities that occupy a small portion of Poplar Point while the remainder of the space is currently parkland.

The District's Office of the Chief Financial Officer (OCFO) solicited an economic impact study to better understand the tax revenue and job implications of moving this iconic agency's Headquarters functions out of downtown. The OCFO awarded the study to two entities, the National Academy of Public Administration (the Academy) and Bolan Smart Associates (BSA), a Washington, D.C. economic consultancy.

A Study Team formed from the Academy and BSA worked jointly under the guidance of a three-member Panel of Academy Fellows, selected for their range of expertise in public administration and real estate stewardship, and appointed from among the Academy's network of over 750 Fellows. The joint Study Team determined that the District will accrue increased yearly tax revenues due to private redevelopment of the FBI Headquarters site. In addition, even greater tax revenues will accrue to the District if Poplar Point, or another District site is selected for the FBI Headquarters' consolidation project.

On behalf of the Academy and BSA, we express deep appreciation to the Panel for their time and efforts in reviewing this analysis. We also want to acknowledge the many District government stakeholders who provided important insights and context needed to inform the study, and whose participation was most appreciated.



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Executive Summary

During the past decade, increasing consideration has been given to consolidating currently dispersed FBI office uses in the Washington region, including relocating the 40 year-old FBI Headquarters – the J. Edgar Hoover Building – located at 925 Pennsylvania Avenue. The U.S. General Services Administration (GSA), which serves as landlord to the federal government, has said it plans to convey the current FBI Headquarters property to a private owner in return for private sector development of a new headquarters building elsewhere. To move this forward, the GSA issued a Request for Information (RFI) in December 2012 soliciting proposals from interested parties in the development community (see Appendix A). Among the many RFI responses from local governments and private developers, the District of Columbia submitted a response, mentioning a variety of possible sites in the District. The District’s official submission focused primarily on consolidating the FBI at Poplar Point, a mostly undeveloped 110-acre parcel of land in Southeast Washington.

Following the request of D.C. Mayor Vincent Gray and the City Council to complete an independent study of possible impacts of the potential FBI relocation, the Office of the Chief Financial Officer of the District of Columbia (OCFO) commissioned the National Academy of Public Administration (the Academy) and Bolan Smart Associates (BSA)¹ to estimate the tax revenues and job impacts of four scenarios (see Section 1):

1. Current FBI Headquarters-related activity in the District.
2. Private redevelopment of the current FBI Headquarters site located on Pennsylvania Avenue NW, assuming FBI consolidation outside of the District.
3. Developing Poplar Point, in southeast Washington, to house a new consolidated FBI Headquarters.
4. Combining the current FBI Headquarters site private redevelopment and a Poplar Point FBI Headquarters consolidation.

Factors outside the scope of this analysis include public and private sector investments and costs that may be required as part of project implementation. Additionally, most parts of this analysis connected with Poplar Point could be applied to other potential District-based locations.

¹ The Academy is a Congressionally-chartered organization with over 750 Fellows who provide independent, non-partisan advice to government leaders on public policy issues. BSA is a Washington D.C.-based real estate economic consulting firm with more than 25-years of experience. BSA and the Academy determined that substantial synergies existed for the two organizations to work as a joint Study Team. The joint Study Team’s efforts were guided and overseen by a three-member Panel of distinguished Academy Fellows (see Appendix F for a listing of Panel and Study Team members) who were charged to review and comment on the Study Team’s research and findings.

Methodology, Assumptions, and Terms

Estimating tax and fee-related revenues encompassing a broad range of direct and indirect sources is complex and subject to various ambiguities. This, combined with the contemplated lengthy future forecast period, means the study findings should be viewed as directional/order of magnitude for decision making purposes, rather than exact.

Section 2 outlines the report's analytical parameters. This includes a list of some of the primary revenue sources considered. In aggregating the revenue sources, there are two overriding variables that impact the study findings:

1. Contrasting *privately-owned tax generating* vs. a *publicly-owned non-tax generating* buildings.
2. Assumptions about the *total* vs. *net new* impacts. Total impacts are defined as all identified project-related and vacated space backfill impacts. Net new impacts subtract from the total (a) estimated demand that will occur in the District regardless of the proposed new development; and (b) the identified existing impact associated with the current FBI Headquarters functions prior to relocation.

Findings

Findings are provided in Section 3 of this report, and are summarized as follows:

Current FBI Headquarters-Related Activity. The District annually earns an estimated \$27 million² of tax revenues connected with the current FBI Headquarters located on Pennsylvania Avenue. The revenues are principally connected with (a) taxpaying privately-leased District office space which accommodates a portion of the Headquarters workers who are not housed in the Pennsylvania Avenue building, and (b) taxes paid by FBI workers who live in the District, the latter which is expected to be largely retained were the FBI to move out of the District because it is assumed that these workers (or their future counterparts), for the most part, who represent a small fraction of the current FBI workforce (<15%), will remain District residents. This revenue figure serves as a benchmark for analysis of various alternative scenarios connected with the FBI Headquarters' consolidation.

FBI Headquarters Site Redevelopment. The District can expect a significant increase in total tax revenues resulting from the departure of the current FBI Headquarters from Pennsylvania Avenue, assuming that it is replaced by a privately-owned redevelopment project. The analysis assumes a mixed-use blend of private office, residential, retail, and civic/cultural development, similar to other projects of this magnitude in the District. Analysis estimates total yearly tax

² All figures contained in this report are in 2013 dollars.

revenues, including a portion of retained FBI District resident taxes, to reach approximately \$95 million per year. After adjusting the total tax impact specific to the site redevelopment downward by (a) an estimated 50 percent to reflect the economic activity that would occur within the District regardless of this project redevelopment, and (b) the departure of FBI employees from the District, the redevelopment of the current FBI Headquarters site represents estimated net new tax revenues of \$28 million per year. While the timing of this transition is uncertain, the District can expect net new revenues when the redevelopment is complete.

Overall District employment would be projected to drop by approximately 4,800 employees. This employment decrease would be due to the loss of an estimated 8,700 current FBI Headquarters-related workers, but partially offset by the addition of an estimated 3,000 new employees to the District at the redevelopment site (50 percent of total 6,000 site-based employment) plus a smaller number of new jobs locating in the privately-leased office space being vacated by the FBI. Though the expected redevelopment assumes significantly less office space, we assume that there would be an addition of over 1,200 on-site residents in 850 residential units, plus retail space and the possible addition of a new hotel.

Poplar Point Development. The study evaluated the potential consolidation of the FBI to Poplar Point separately from consideration of the redevelopment of the existing FBI Headquarter site. In this scenario, the District can expect total tax revenues from a completed FBI Headquarters development at Poplar Point, coupled with some additional non-FBI private development at Poplar Point, of an estimated \$49 million per year. This does not include the retained revenue impacts of the FBI relocation already incorporated in the analysis of the current FBI Headquarters redevelopment scenario. Therefore the net new tax revenues on the site are estimated at approximately \$34 million per year, focused on a site which currently generates minimal revenue. This scenario assumes that the underlying FBI Headquarters transaction is structured as a private-sector lease.

Though total employment associated with the FBI consolidation and other estimated development at Poplar Point is projected to be 13,400, including 11,050 FBI workers, and 2,300 non-FBI jobs, the net new employment to the District as a whole would be considerably less. The total new employment in the District would be projected to grow by 2,900 jobs, achieved through the consolidation of over 2,300 FBI workers currently located in Virginia, plus other projected non-FBI-related employment growth new to the District at Poplar Point.

Combined FBI Headquarters Site Redevelopment and Poplar Point Development. When the two possible scenarios are combined – both the FBI Headquarters site redevelopment and privately-owned Poplar Point development – the District is projected to accrue tax revenues totaling approximately \$144 million per year. Of this, there would be estimated net new revenues of approximately \$62 million per year after adjusting for other District-based economic activity and

the current level of FBI-related revenue sources. The employment impact is forecasted to be 6,800 new jobs in the District, capturing the consolidation of FBI Headquarters employees currently working in Virginia-based leased space, plus net new employment linked to private redevelopment at the respective current FBI Headquarters site and Poplar Point location, and a limited amount of net new employment associated with the backfilling of existing private office space currently occupied by the FBI.

Timeframe

The timing is highly dependent on the GSA selection process for the new FBI Headquarters site. The construction of a new FBI Headquarters and subsequent redevelopment of the FBI Headquarters Site are likely to take 10 years or more to complete (see Section 4). Any revenue and employment benefits reported in this study will likely begin to accrue no earlier than five years from the time of this report. The redevelopment of the current FBI Headquarters Site can only begin after a new Headquarters facility is built and the FBI has completely vacated their current location. However, it is anticipated that the planning phases for the redevelopment will overlap with the development of the new Headquarters building.

Conclusion

There is a substantial yearly tax revenue benefit flowing to the District from replacing the current FBI Headquarters with a private-sector redevelopment. However, there will be a net overall loss of jobs if the FBI leaves the District. The District can realize both incrementally higher yearly tax revenue and employment gains from having Poplar Point, or another District property selected as the relocation site, particularly when the transaction is structured as a private lease.

Acronyms and Abbreviations

Academy	National Academy of Public Administration
BSA	Bolan Smart Associates, Inc.
CBE	Certified Business Enterprise
DMPED	Office of the Deputy Mayor, Planning and Economic Development
FAR	Floor Area Ratio
FBI	Federal Bureau of Investigation
GSA	General Services Administration
HQ	Headquarters
LSDBE	Local, Small, and Disadvantaged Business Enterprises
OCFO	Office of the Chief Financial Officer for the District of Columbia
RFI	Request for Information

Section 1: OCFO Scope of Work

The Federal Bureau of Investigation (FBI) is contemplating consolidating its headquarter functions into a new 2.1 million square foot facility in the National Capital Area. During the course of the project, the Study Team learned that the current headquarter building houses only 52 percent of FBI Headquarters workers (direct staff and contractors) while the other 48 percent reportedly work in 21 different leased offices in the District and Virginia. In December 2012, the U. S. Government Services Administration (GSA) issued a Request for Information (RFI) in which it requested input on how a private market exchange of the J. Edgar Hoover Building for a new building at an alternate site might be viewed. The expectation is that the federal sale (or exchange) of the current site that should be privately redeveloped would generate significant value to support the development of a new consolidated FBI Headquarters to be located elsewhere.

The District of Columbia's Office of Chief Financial Officer (OCFO) was asked by District Mayor Vincent Gray and the City Council to evaluate the economic impact on the District of the consolidation and relocation of the FBI Headquarters, alternative development uses at the current site, and the impact of developing a new FBI Headquarters at Poplar Point located on the east bank of the Anacostia River. The OCFO selected the Study Team (the Academy and BSA) to jointly prepare a tax revenue and job impact analysis for the following scenarios:

1. Current FBI Headquarters-related activity in the District.
2. Private redevelopment of the current FBI Headquarters site located on Pennsylvania Avenue NW, assuming FBI consolidation outside of the District.
3. Developing Poplar Point, in southeast Washington, to house a new consolidated FBI Headquarters.
4. Combining the current FBI Headquarters site private redevelopment and a Poplar Point FBI Headquarters consolidation.

The OFCO understands, from consultation with the Deputy Mayor's Office of Planning and Economic Development (DMPED), that there are sites in the District other than Poplar Point that could also potentially accommodate a new FBI Headquarters. While the Study Team was directed to undertake the analysis for Poplar Point, it is with the understanding that the analysis has alternative applications when considering other District sites for a new FBI Headquarters.

Study Team Approach and Methodology

The Study Team incorporated the following four primary components to accomplish the project's designated tasks:

1. Stakeholder outreach and interviews of over 10 District and federal government representatives plus various private industry discussions (see Appendix D for a detailed list and Appendix E for a Summary of Interviews);
2. Economic model preparation and compilation of input assumptions;
3. Other research and due diligence related to federal government headquarter staffing, FBI Headquarters site redevelopment factors and Poplar Point development opportunities; and
4. Preparation of project deliverables.

As part of the process for developing the findings and creating the report, the Study Team met on several occasions with OCFO senior staff to share progress, clarify assumptions, and present preliminary findings for review. The OCFO client team has utilized numerous opportunities to opine on the findings, comment on the direction of the report, and assist in providing data to further the accuracy of the model. We thank our partners in the OCFO for their collaborative effort in working with the Study Team on this report.

Besides liaising with the OCFO, the Study Team vetted its methodology, assumptions and deliverables by means of a formal review process by an Academy-appointed Panel. The Panel is comprised of three distinguished Academy Fellows (see Appendix G for a listing of both Panel and Study Team members). The Panel performed an independent review of the Study Team's analytical approach and presentation of findings to contribute to a comprehensive address of project deliverables (discussed in Section 1 of the report).

The Study Team acknowledges that there are substantial complications to identifying all data points that may impact a development project of the magnitude of the FBI Headquarters, for a project that will likely take a decade or more to implement, and which is subject to political, economic, and real estate market changes. That said, after careful consideration and review of the key variables and assumptions identified in conjunction with various stakeholders, the outcomes provided are, we believe, informative as the District continues its deliberations on this important project.

Section 2: Analytical Parameters

Broad Objectives

- 1. Moderate bias.** Assumptions, on balance, reflecting a “middle of the road” inclination so that results might be seen as credible and realistic for District analytical purposes.
- 2. Model findings are directional; not exact.** Given the complexity and ambitious profile of the study tasks, (i.e., substantial market uncertainties and lengthy future forecast period contemplated), the findings should be viewed as directional/order of magnitude for decision-making purposes, rather than exact.
- 3. Model flexibility.** The tax revenue impact model used is flexible to the point that sensitivity testing can be incorporated into the analysis to determine a band, or range, of related revenue impacts.

Scenario Profiles

FBI Headquarters:

Current FBI Headquarters Profile: The Study Team’s effort to construct a robust profile supported by primary source data was hampered when the FBI declined to be interviewed for this study. That said, we understand and respect the sensitive nature of information describing the FBI’s Headquarters staffing and work; we are not aware that the FBI treated the Study Team any differently than others interested in the FBI relocation. The following profile represents best efforts to estimate important data critical to the impact model. Given the constraints, this is admittedly a short list of profile information that is based upon the Study Team’s research as well as meetings with independent stakeholders.

- The Headquarters will consolidate 11,050 employees from 21 locations in the DC metro area, including the current FBI Headquarters site (8,750 in the District of which 5,700 are in the current FBI Headquarters building).
- Average annual income of a Headquarters employee is estimated to be \$95,000 per year.³
- For the portion of Headquarters staff who are District residents, the Study Team adopted 15 percent. Sources suggested a range of less than 10 percent, to as high as 17 percent.

Current FBI Headquarters Site: The Pennsylvania Avenue site that will become available for private redevelopment has international cachet, lying approximately halfway between the White

³ This is based upon the average DC-based federal salary of \$101,263 as reported in a number of independent sources. Given the longevity, senior management and specialized status of the FBI Headquarters, the Study Team felt a \$95,000 figure fell within a moderate range.

House and the Capitol Building. It offers the largest single redevelopment opportunity on Pennsylvania Avenue. The site is easily accessible, located within two blocks of a Metrorail line. The site is assumed to have the following redevelopment parameters:

- The current building will likely be completely razed (some below grade structure may be retained).
- Land area 290,000 square feet; net buildable land area of approximately 230,000 square feet.
- Current zoning is C-4 subject to the Downtown District Overlay Zone. Pennsylvania Avenue frontage may permit a C-5 zoning designation. Site potential of 10-12 FAR (Floor Area Ratio) with 130-160 foot height limits and Pennsylvania Avenue setbacks from the street.
- Estimated redevelopment building area of approximately 2.3+ million square feet.
- “Highest and best use” of site redevelopment, maximizing market value and cognizant of community planning goals may comprise a redevelopment mix that approximates: office 50%; residential 35%; retail 5%; other 10% (e.g., hotel, civic/cultural).
- There may be some interest in restoring a portion of the D Street right of way, but not necessarily a full road extension.
- Entitlement process can commence so new construction could proceed immediately upon FBI departure.



An aerial view of the current FBI Headquarters site on Pennsylvania Avenue.⁴

⁴ “GSA Issues RFIs for FBI HQ, Federal Triangle South,” Capitol Markets: December 4, 2012.

Value Implications. Not only does the subject Pennsylvania Avenue redevelopment site represent one of the highest, if not *the* highest potential property values in the District, its private redevelopment would replace a very low-revenue current FBI use. As federally-owned and operated, the current FBI Headquarters' building does not generate any real estate tax revenues to the District. Redevelopment of the site, assuming the mix of uses cited above, would yield an improved property value at completion, estimated to be in excess of \$1.5 billion in 2013 dollars, which would form the basis to assess real estate taxes.

Redevelopment Market Context. Given the unique locational features, size and specific attributes of the site, the contemplated FBI Headquarters redevelopment has the potential to attract new users that extend well beyond the existing District marketplace, attracting a regional, national, and international market that might locate elsewhere were it not for the high profile of the subject site. This means that the addition of another 2.3 million square feet of real estate in downtown has the capability to attract new users to the District versus the more muted impact of redistributing existing District tenants. Further, though of lesser magnitude, with an increase in the current site's utilization and assessed value, site redevelopment should have a positive impact on proximate property market appeal, thus ultimately increasing property values and real property assessments for locations beyond the current FBI Headquarters itself.

Poplar Point:

Ownership. The 110-acre site largely undeveloped site is owned by the federal government and awaits transfer to the District of Columbia, as provided for under Public Law 109-396 enacted on December 15, 2006.⁵ The property is bounded by the Anacostia River, South Capitol Street, I-295 and the 11th Street Bridges. At present, the site is largely unused, but contains some National Park Service and the U.S. Park Police facilities. The District is obligated under the aforementioned law to relocate the National Park Service and U.S. Park Police by mutual agreement before the federal government will convey the land to the District. Though beyond the purview of this analysis, it is also understood that there are environmental remediation and infrastructure investments that will need to be addressed before the Poplar Point site will be suitable for development. In their response to GSA's RFI seeking a site for FBI's new headquarters, DMPED's submission suggested a single-use office facility projected to be 2.1 million square feet including 4,000 parking spaces built on 10+ acres of land as part of a 40 acre development site (see site map of Poplar Point from DMPED's RFI response below).

⁵ P.L. 109-396: Federal and District of Columbia Government Real Property Act of 2006, <http://www.gpo.gov/fdsys/pkg/PLAW-109publ396/pdf/PLAW-109publ396.pdf>.



Development Market Context. Establishing a landmark tenant at Poplar Point might invigorate the location and spur additional private development of retail, housing and office space initially to support FBI personnel. Over the long term, it might help create a self-sustaining community in an underserved area of the District. Similar federal government development such as the Alcohol, Tobacco and Firearms Agency and Department of Transportation headquarters are cited as examples of how federal development can change neighborhoods in other parts of the city.

Given the proximity to Metrorail, a sizeable and underused existing parking structure at this Metro station, the natural security created by the river, and existing highway infrastructure to support traffic, a number of those interviewed deemed Poplar Point as the most viable District option.⁶ Several interviewees concluded that Buzzard Point, St. Elizabeth’s Campus, and even the Walter Reed Hospital locations were suitable alternatives to Poplar Point.

Poplar Point has several barriers to becoming a future home to the FBI. Most prominent is the relocation of National Park Service and Park Police structures off of the site. This is a prerequisite to transferring the land from the federal government to the District. Second, significant environmental remediation will need to occur to make the site useable. While these barriers may be significant, neither factor was deemed impossible for the District or a public-private partnership to manage.

⁶ Anacostia Metro Station, on WMATA’s Green Line, would serve development on Poplar Point.

Revenue Impact Model Assumptions

The tax revenue impact model has three categories of revenue impacts to the District: direct revenue, indirect revenue, and one-time revenues. Direct income relates specifically to the development project on-site generated economic activity, in this case the FBI Headquarters office uses, the specific land uses associated with the potential redevelopment of the FBI Headquarters Site, and the prospective Poplar Point development. Indirect revenue relates to data points that are connected to the FBI or site-generated economic activity, but are generally collected from off-site locations and are spread more broadly across the District (for example, District taxes paid by FBI Headquarters workers who live in the District). One-time income relates specifically to construction connected with redevelopment of the FBI Headquarters Site and/or Poplar Point development. These elements are explained in greater detail, by line item, as displayed in the economic model (Appendix B).

Direct:

1. **Direct Tax on-site:** tax revenue collected from privately-owned buildings, business operations, sales taxes, and income taxes paid by residents who reside on-site. The scenario assumptions are:
 - a. FBI's current headquarters at the current FBI Headquarters does not generate any real estate taxes since the building is publicly owned.
 - b. For the FBI Headquarters redevelopment, the District gains a 50 percent new capture from the newly constructed facilities. Taking what might be termed a moderate view toward new capture reflects the Study Team's cautious assumption that half the tenants would likely already reside (or are expected to reside) in the District; and the site would generate 50 percent new District tenants given its prime location.
 - c. This assumes 20 percent occupancy of non-profit and tax exempt organizations taking occupancy in a redeveloped, privately-leased site.
 - d. The model uses 100 percent new capture of site-direct tax for the Poplar Point development because the current FBI Headquarters is publicly owned and a new headquarters at Poplar Point is assumed to be privately owned and subject to real estate taxes.
2. **District-based FBI offices in private buildings:** predominantly real estate tax revenue collected by the District for the 700,000 square feet of privately-leased office space accommodating those FBI workers who cannot fit into the current FBI Headquarters building. When the FBI consolidates and relocates to a new headquarters building, it is assumed that 25 percent of the revenues generated due to backfilling of privately-leased office space would be new to the District, with the rest backfilled by tenants already in or otherwise likely to consider the District.

Indirect: Includes District residents (FBI employees and new residents accommodated in related new developments), visitor expenditures and improved neighborhood synergies.

1. **FBI Headquarters employee residency:** tax revenue collected from FBI Headquarters employees who are District residents. There are two key points to make with respect to this data point and its use in the analytical model:
 - a. The percentage of FBI Headquarters workers who reside in the District is not expected to change significantly, even if the FBI Headquarters is relocated outside the District. This assumption is premised on the idea that office relocation to Virginia or Maryland will likely only result in changes to employee commuting patterns compared to other life-style choices that impact residency. This assumption is reasonable due in large part to the estimated low fraction of FBI workers who currently live in the District.
 - b. The estimated number of FBI Headquarters employees who are District residents is approximately 15 percent. Exact FBI personnel information was unavailable. However, it is deemed to be reasonable based on public statements of Senator Barbara Mikulski (D-MD) and is consistent with comments collected during discussions with other stakeholders.⁷
 - c. Average annual income \$95,000.
2. **Non-FBI employment of District residents:** tax revenue collected by the District for new commercial developments that employ and attract new District residents. The two scenarios include:
 - a. A 50 percent new capture of revenue for District residents employed at the redeveloped FBI Headquarters.
 - b. A 25 percent new capture of revenue for Poplar Point residents should the FBI relocate there and stimulate mixed-used private sector development.
3. **FBI visitor-related off-site:** revenues generated from FBI visitor expenditures. The two scenarios include:
 - a. A 100 percent of visitor-related tax revenues will remain should the FBI Headquarters be consolidated in the District. This relates primarily to hotel stays and ancillary visitor services such as restaurants.
 - b. The District will retain 25 percent of visitor-related tax revenues should the FBI move to an adjoining jurisdiction primarily due to the District comparative visitor appeal.
4. **Non-FBI generated visitor-related off-site:** tax revenue collected from new visitors to the District related to both new commercial developments at both the FBI Headquarters and at Poplar Point.
 - a. A 50 percent new revenue capture is used for the current FBI Headquarters redevelopment, mostly due to the ideal building location on Pennsylvania Avenue.

⁷ "Mikulski, Cardin, Maryland Congressional Delegation Unites Behind Prince George's County as the Best Location for a New FBI Headquarters." <http://www.mikulski.senate.gov/media/pressrelease/4-11-2013-2.cfm>.

- b. Limited, or perhaps no, new revenue visitor capture is assumed at Poplar Point because non-FBI development will be primarily residential, and the commercial component will be local-serving.
- 5. **Site development synergies at Poplar Point:** tax revenue collected from the non-FBI components at Poplar Point.
 - a. This revenue category represents a 25 percent new tax revenue source to the District based on the development of infrastructure and the FBI's new presence which our interviews have suggested will serve as a catalyst to other commercial development at Poplar Point.
- 6. **Other indirect neighborhood impacts:** increase in nearby real estate assessments.
 - a. A five percent increase in real estate assessments is assumed for the blocks immediately contiguous to the current Headquarters site, related specifically to the redevelopment of the FBI Headquarters site into a more valuable and vibrant mixed-use site.

One-Time: There are three main categories of one-time revenues collected by the District during the redevelopment of the current FBI Headquarters site as well as the development of Poplar Point: permits, fees, and recordation; resident taxes; and construction sales tax. These revenues would only be realized during site development and construction.

Limitations to the Analysis

1. **Specific Information on FBI Headquarters Profile.** The Study Team was unsuccessful in obtaining a cross-section of salient Headquarters-related information from the FBI. Pertinent topics included: breakdown of headquarters employee residency by jurisdiction; number of in-house and adjacent contract employees; visitor data; specific location and profile of satellite offices; and average employee and contractor salary were not provided.
2. **Analytical Timeframe.** Due to a minimum timeframe needed for an initial FBI relocation and subsequent redevelopment of the current FBI Headquarters, any revenue projections estimated in this study will not be realized for some time. All revenue estimates are based on 2013 dollars and are impacted by changes in the real estate market over time.
3. **Catalytic Impact of FBI Headquarters on Poplar Point.** It is difficult to determine how an anchor project, like the FBI Headquarters, could impact further development of the adjacent and nearby properties.
4. **Site Development Costs at Poplar Point.** Site development costs and project feasibility were not quantified.
5. **Reputational Issue of the District Retaining Prestigious Federal Agency.** An intangible decision factor in considering impact analysis, separate from tax revenues and jobs, includes both a District and federal government view as to the propriety of keeping a prestigious federal agency like the FBI located in the nation's capital.

6. **Comparison of the District with other jurisdictional sites.** No comparisons were made regarding analysis assumptions, advantage or disadvantage of the 35 different submissions to the GSA's RFI representing alternative sites in the District, and surrounding jurisdictions.
7. **Comparative analysis of FBI Headquarters and Poplar Point with other District developments.** Some private and/or public sector-related development sites in the District may have similar features to those being contemplated with the FBI Headquarters relocation. While this report does not explore the detailed analysis of other project sites, it does reference, in a limited way, certain features of comparable projects (i.e., CityCenterDC, Department of Transportation, and Health and Human Services).
8. **Potential Sensitivities.** The range of outcomes will vary depending on actual, rather than forecasted, revenue impacts. The Study Team believes that, due to the significant magnitude of economic impact variances between the evaluated scenarios, there is substantial room for a margin of error regarding selected assumptions (i.e., varying the assumptions through sensitivity testing is not likely to change the overall study findings). An important exception to this could pertain to the estimate of net new capture of economic activity to the District, which in the Study team's judgment, represents a middle ground as currently presented.
9. **Non-FBI housed contractor and vendor sales.** Off-site contractor and vendor sales related to the existing FBI Headquarters building are not referenced and are assumed to have minimal revenue impact on this analysis (nor are they factored into the non-FBI analyses).
10. **Future Status of FBI growth.** The report does not take into account any FBI Headquarters staffing increases over time impacting demand for proximate commercial expansion space.
11. **Public space improvements/operating cost revenues and expenditures.** Privately incurred public costs, including business improvement District assessments, are acknowledged but not quantified.
12. **Future Certified Business Enterprise (CBE) and related Local, Small, and Disadvantaged Business Enterprises (LSDBE) opportunities.** Not considered.
13. **Federal Government/GSA Footprint Reduction Mandate.** Though Federal mandates are requiring smaller work spaces per employee this study makes no adjustment for the probable reduction in FBI occupancy of private office space over time that are likely to occur regardless of the FBI consolidation initiative.
14. **Ancillary Benefits of FBI Suburban Headquarter Location.** There may be ancillary benefits to the District if the FBI Headquarters moves to an adjoining jurisdiction, depending on proximity to the District. However, these are not considered in the analysis.
15. **Possible Different Impacts on the District of Maryland versus Virginia FBI Relocation.** There may be differing impacts on the District should the FBI Headquarters move to Maryland or Virginia.

Section 3: Study Findings

This section presents findings for each of the study scenarios. The Study Team first calculated the existing revenues and jobs from the FBI's current District occupancy (FBI base case/status quo occupancy) to gauge the relative increase or decrease in both factors for the project scenarios. Given that the current FBI Headquarters redevelopment is assured no matter where the FBI is relocated, analysis connected with this redevelopment is central to this report.

The analysis breaks out tax revenues into the following categories for each scenario:

1. *Total Impacts*: are defined as all identified project-related and vacated space backfill impacts.
2. *Net Impacts*: new impacts to the District which would not otherwise be relocated in, or have come to, the District.
3. *Net New Impacts*: net impacts less the identified existing impact associated with the current FBI Headquarters functions prior to relocation.

The following is a high-level summary of revenue and job impacts on the District. The detailed analyses of key line items are shown in Appendix C, with particular attention to Exhibit Revenue 1 and Exhibit Jobs 1.

Existing FBI Headquarters Occupancy: benchmark revenue analysis. Revenue components of existing FBI occupancy in the District (the current FBI Headquarters building and 700,000 square feet of satellite offices) generate an estimated \$27 million per year in revenues to the District:

Direct taxes generated from Pennsylvania Avenue Site	\$1.7 million
District-based FBI offices in private buildings	\$9.3 million
FBI Headquarters employee residency	\$15.0 million
FBI Headquarters visitor-related off-site	\$1.3 million
Total revenues	\$27.3 million

Were the FBI to leave its current location, total District tax revenues would drop slightly, to \$26 million. This takes into account 100 percent of the tax benefit from backfilling the existing FBI occupancy of privately-leased office space. The estimated net tax impact to the District would be \$18 million assuming only 25 percent of the office backfill revenue would be new to the District. Notwithstanding the backfill status, the District is assumed to fully retain income tax inflows paid by District residents who are FBI workers, regardless of the location of the FBI Headquarters. An overall \$9 million loss in yearly revenues represents: the elimination of the direct (though minor) tax revenue from the current FBI occupancy of the Pennsylvania Avenue site; the net loss of direct tax revenue from FBI satellite offices leased in the District; and a reduction (but not elimination) of tax revenue generated by visitors to the FBI Headquarters.

There are an estimated 8,700 FBI employees currently working in the District. This figure represents about 5,700 employees working at the current FBI Headquarters site, and about 3,000 employees working in District-based FBI offices in privately-leased buildings. Upon leaving the District, there would be a net loss of about 7,850 jobs with a partial offset estimated to be 850 jobs associated with the net portion of backfill of the former private FBI office occupancy (Note: Net Backfill = 25% net DC capture from 3,424 non-FBI jobs occupying former FBI private offices).

Current FBI Headquarters Redevelopment: revenue and job impact (assuming FBI leaves the District). Gross site revenues are estimated to be \$95 million yearly.⁸ Applying net impact assumptions, the net annual revenue for the District reaches an estimated \$55 million. Components include:

Direct tax revenue from redevelopment of Pennsylvania Avenue Site	\$23.8 million
Backfill of District-based FBI offices in private buildings	\$2.8 million
Income tax from District residents working at Headquarters	\$15.0 million
Non-FBI employment residency tax (new employees to the District)	\$7.4 million
Tax revenue generated by visitors to FBI Headquarters	\$0.3 million
New tax revenue generated by non-FBI visitors	\$1.1 million
Increase in neighborhood real estate assessments	\$4.6 million
Total	\$55.0 million

The FBI Headquarters site redevelopment is expected to generate \$28 million of net new revenues per year to the District government, which is over and above the FBI base case scenario/current occupancy (i.e., \$55 million less \$27 million). The principal revenue driver is the substantial growth of direct tax on a privately-redeveloped FBI Headquarters. There are also new inflows connected with non-FBI site employment tax revenues and a projected increase in nearby real estate assessments.

Overall District employment would be projected to drop by approximately 4,800 employees. This employment decrease would be due to the loss of an estimated 8,700 current FBI Headquarters-related workers, but partially offset by the addition of an estimated 3,000 new employees to the District at the redevelopment site (50 percent of total 6,000 site-based employment) plus a smaller number of new jobs locating in the privately-leased office space being vacated by the FBI. Though the expected redevelopment assumes significantly less office space, we assume that there would be an addition of over 1,200 on-site residents in 850 residential units, plus retail space and the possible addition of a new hotel.

⁸ Throughout the analysis revenue summary figures are generally rounded up or down from a midpoint to the nearest million. In some cases, where the addition of two or more summaries results in a grand total, the resulting number is rounded down for purposes of presentation clarity, without which it might seem that the additions were incorrect. For the more precise calculation see Exhibit Revenue 1 and 2 and Exhibit Jobs 1 and 2 in the first four pages of Appendices C.

One-time revenues connected with the redevelopment of the current FBI Headquarters reach \$41 million (see Exhibit 9, below). One-time, construction-related jobs for the duration of the redevelopment of the current FBI Headquarters total approximately 1,700 FTE's.⁹

Poplar Point Development: revenue and job impact. Relocation of FBI Headquarters to Poplar Point structured as a private lease captures an estimated gross site revenue stream of about \$49 million. Applying net impact assumptions, the net revenue impact to the District of this scenario is approximately \$34 million. The study bases its findings on a private lease to the FBI, which is consistent with how the Department of Transportation and the GSA agreed with the District government for its Headquarters (completed in 2007). Components of net revenue include:

Direct tax generated from development of Poplar Point	\$28.0 million
Non-FBI employment residency tax (new employees to the District)	\$0.9 million
Tax revenue generated by visitors to FBI Headquarters	\$1.0 million
Site development synergies (Non FBI Poplar Point development)	\$4.1 million
Total	\$34.0 million

The above does not include the retained revenue impacts of the FBI relocation already incorporated in the analysis of the current FBI Headquarters redevelopment scenario. Therefore the net new tax revenues on the site are the same as the net taxes, estimated at approximately \$34 million per year, focused on a site which currently generates minimal revenue.

Though total employment associated with the FBI consolidation and other estimated development at Poplar Point is projected to be 13,400, including 11,050 FBI workers, and 2,300 non-FBI jobs, the net new employment to the District as a whole would be considerably less. The total new employment in the District would be projected to grow by 2,900 jobs, achieved through the consolidation of over 2,300 FBI workers currently located in Virginia, plus other projected non-FBI-related employment growth new to the District at Poplar Point.

One-time revenues connected with the development of Poplar Point reach over \$23 million (see Exhibit 9, below). One-time, construction-related jobs for the duration of the development of the new FBI Headquarters at Poplar Point total approximately 1,600 FTE's.

Combined Pennsylvania Avenue Redevelopment and Poplar Point Development: revenue and job impact. When the two scenarios are blended together – both the current FBI Headquarters redevelopment and Poplar Point development – the District will likely accrue gross site revenues totaling approximately \$144 million per year, representing net revenues of approximately \$89 million per year.

⁹ Full-time equivalent.

The combination of both projects – FBI Headquarters redevelopment and Poplar Point development - incorporates the following net revenue components:

Combined sites direct taxes	\$51.7 million
Backfill of District-based FBI offices in private buildings	\$2.8 million
Income tax from District residents working at Headquarters	\$15.0 million
Non-FBI employment residency tax (new employees to the District)	\$8.4 million
Tax revenue generated by visitors to FBI Headquarters	\$1.3 million
New tax revenue generated by non-FBI visitors	\$1.1 million
Site development synergies (Non FBI Poplar Point development)	\$4.1 million
Increase in neighborhood real estate assessments	\$4.6 million
Total	\$89.0 million

The study forecasts an expected \$62 million per year of net new revenues combined from both sites (i.e., \$89 million less \$27 million).

The employment impact is forecasted to be 6,800 new jobs in the District, capturing the amalgamation of FBI Headquarters employees currently working in Virginia-based leased space, plus new employment linked to private redevelopment of the FBI Headquarters.

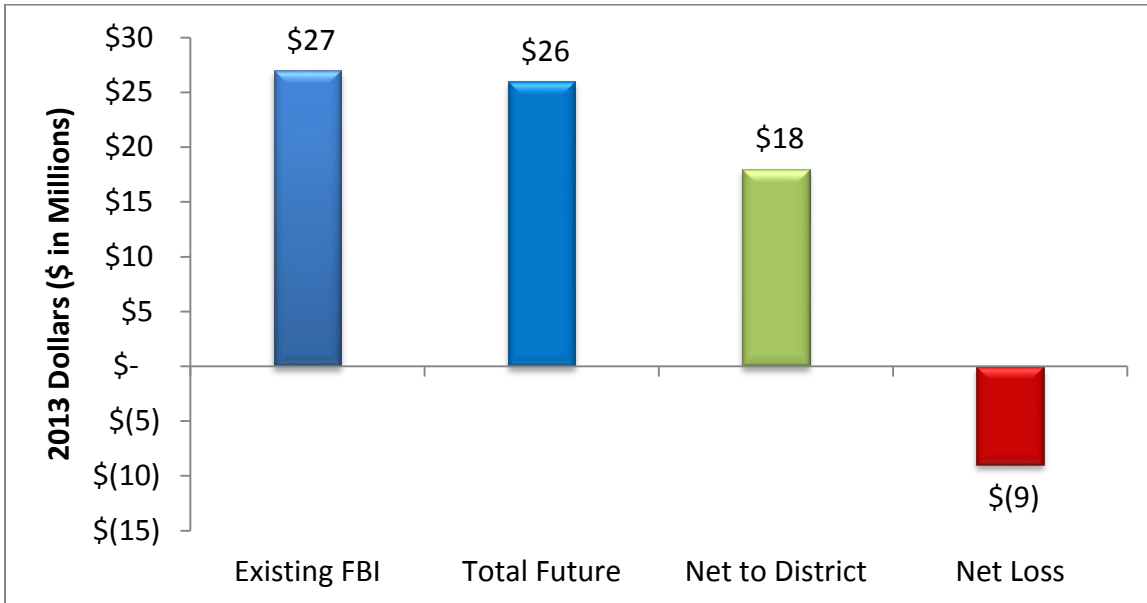
One-time revenues connected with the redevelopment of the current FBI Headquarters total \$64 million (see Exhibit 9, below). One-time, construction-related jobs for the duration of the redevelopment of the current FBI Headquarters are 3,300 FTE's.

Conclusion

There is a substantial yearly tax revenue benefit flowing to the District from replacing the current FBI Headquarters with a private-sector redevelopment. There will be a net overall loss of jobs if the FBI leaves the District. The District can realize both incrementally higher yearly tax revenue and employment gains from having Poplar Point, or another District property selected as the relocation site, particularly when the transaction is structured as a private lease.

In order to further illustrate the findings described above, yearly revenue impacts for study scenarios are shown in Exhibits 1-4, job impacts in Exhibit 5-8, and one-time revenue impacts in Exhibit 9 below. Exhibits 1-4 show various representations of the impact of the FBI Headquarters relocating, including the current effects on the District's tax revenue, as well as scenarios where the FBI Headquarters relocates, either inside or outside of the District.

Exhibit 1
Yearly Tax Revenue if the FBI Leaves the District
(not considering new development)



Note: Total Future incl. FBI District residents and 100% of backfilled former FBI private offices; net at 25% of backfill.

Exhibit 2
Yearly Tax Revenue Generated by New Development

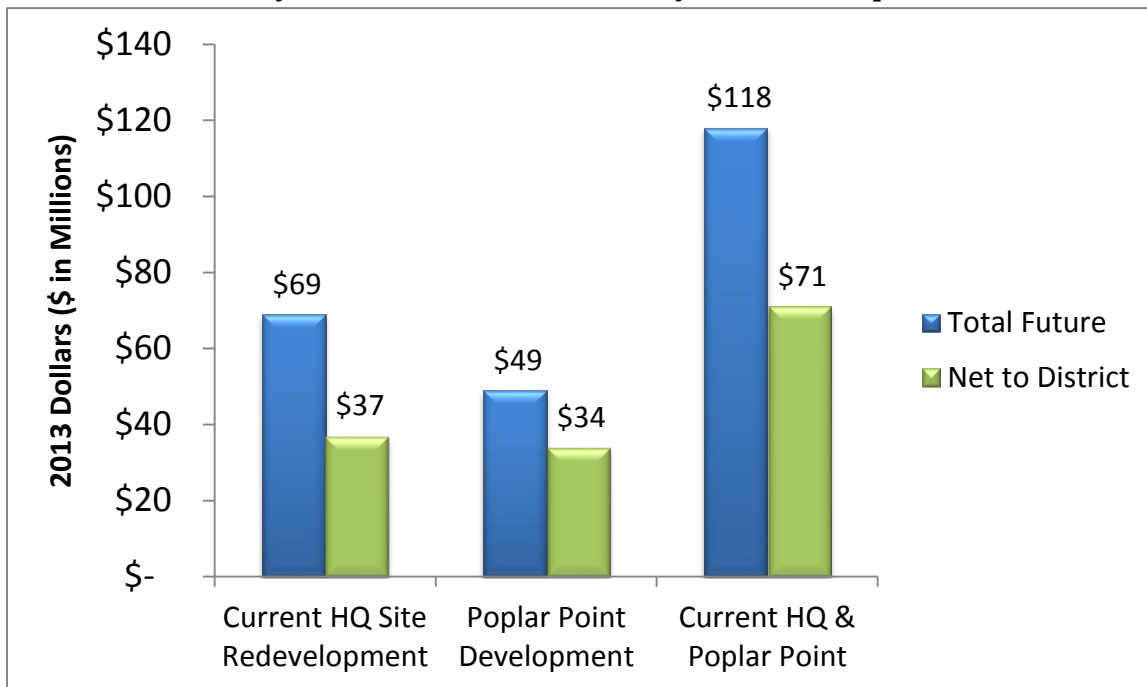


Exhibit 3
Yearly Tax Revenue Net Impact if FBI Leaves the District

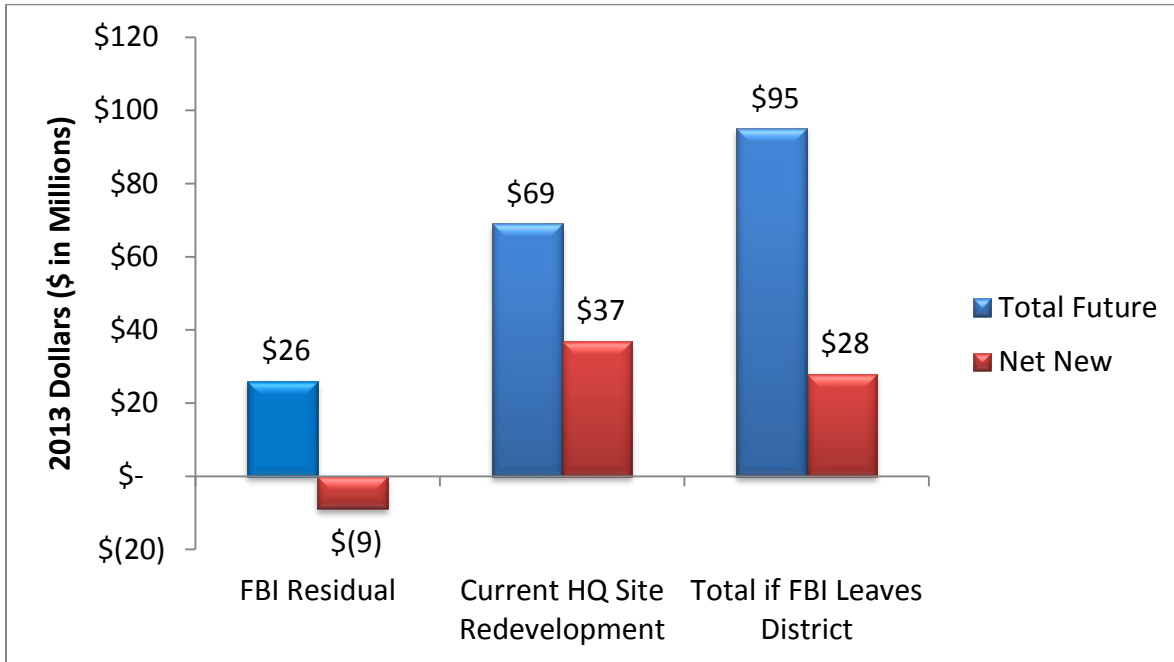
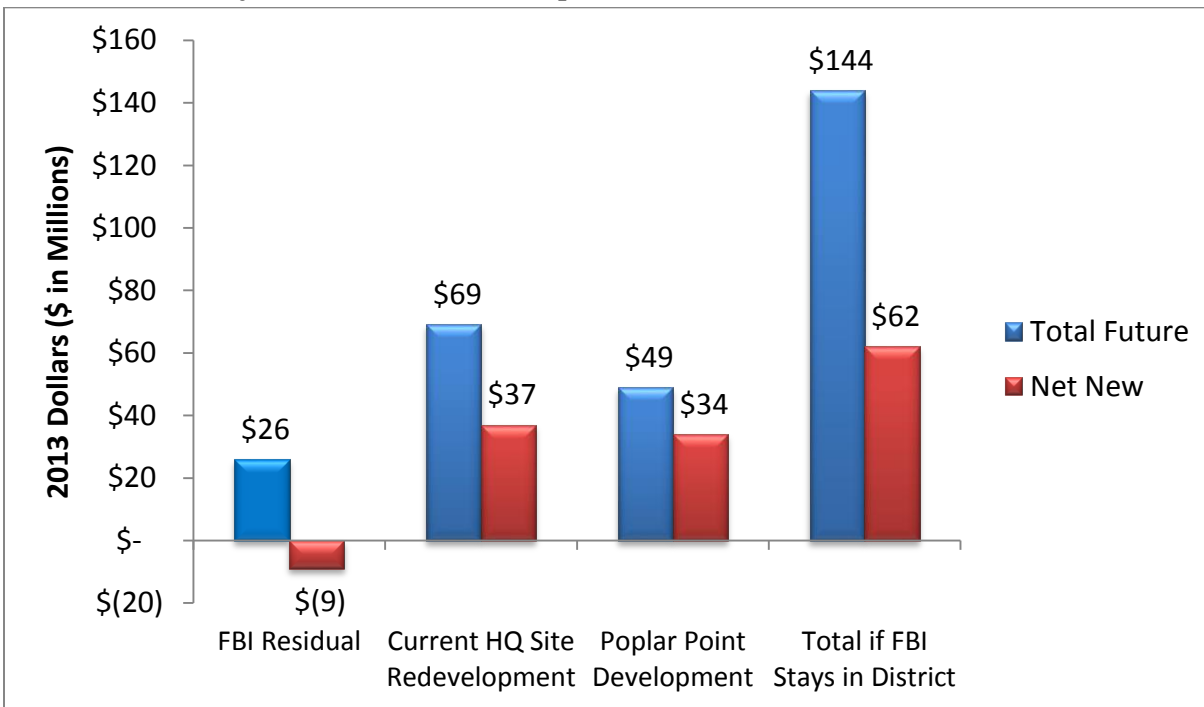
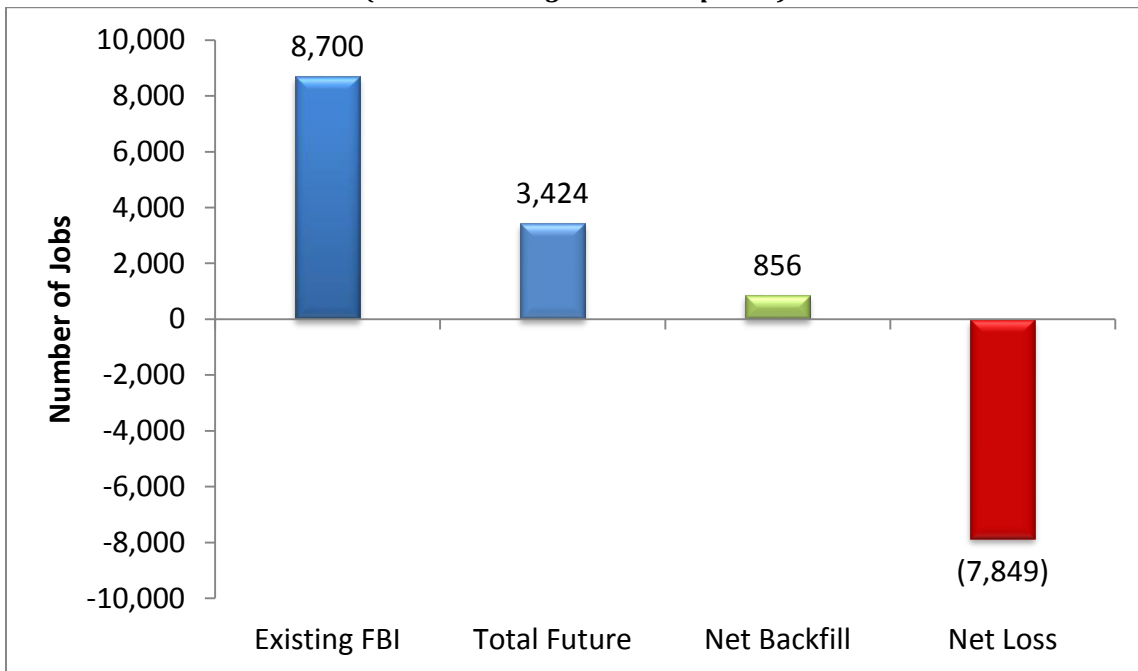


Exhibit 4
Yearly Tax Revenue Net Impact if FBI Relocates in the District



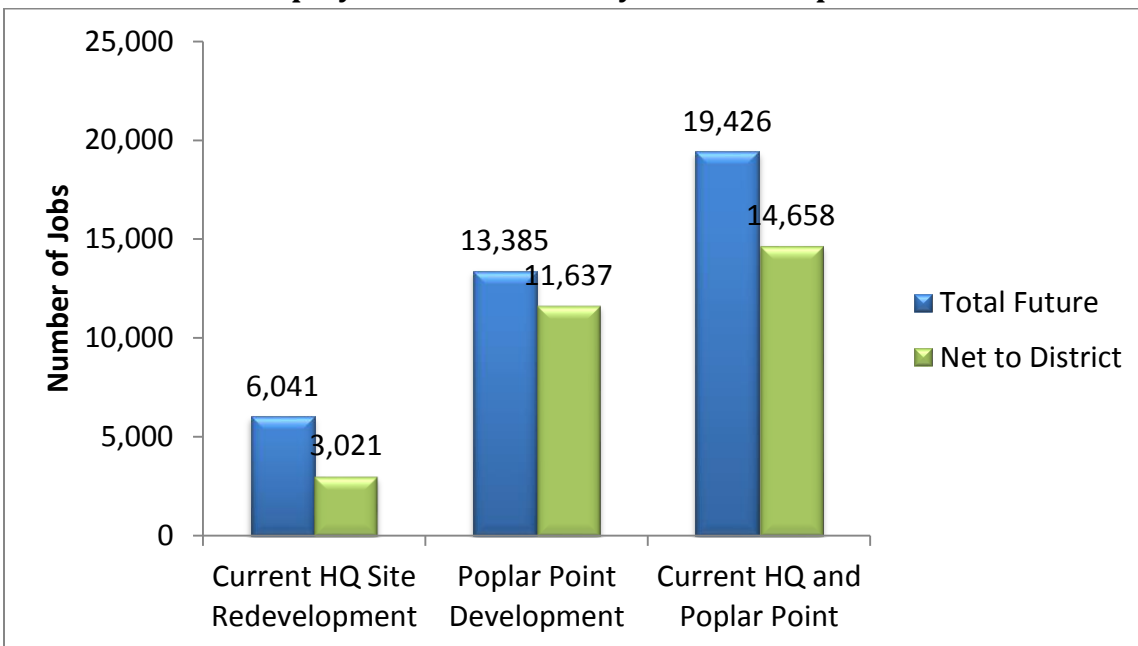
Note: Throughout the analysis revenue summary figures are generally rounded up or down from a midpoint to the nearest \$million. In some cases, where the addition of two or more summaries results in a grand total, the resulting number is rounded down for purposes of presentation clarity, without which it might seem that the additions were incorrect. For the more precise calculation see Exhibit Revenue 1 and 2 and Exhibit Jobs 1 and 2 in the first four pages of Appendices C.

Exhibit 5
Employment Impact if FBI Leaves the District
(not considering new development)

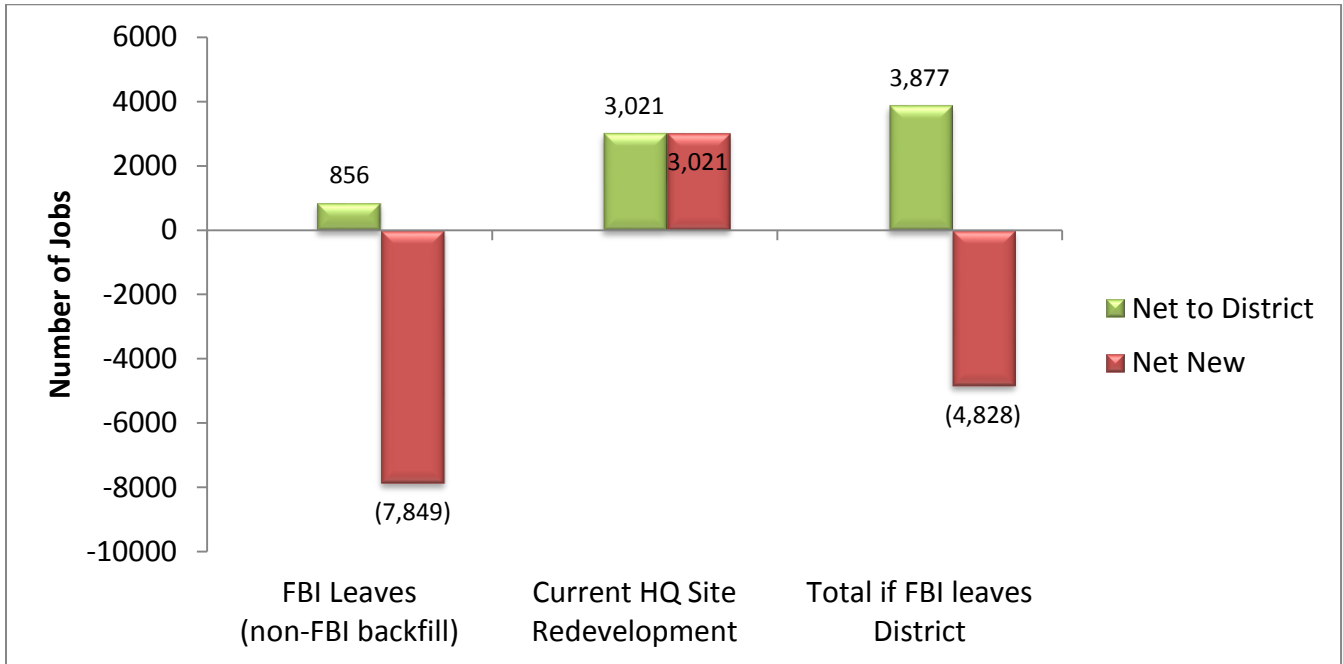


Note: Backfill = 25% net DC capture from 3,424 non-FBI jobs occupying former FBI private offices.

Exhibit 6
Employment Generated by New Development



**Exhibit 7
Employment Net Impact if FBI Leaves District**



**Exhibit 8
Employment Net Impact if FBI Relocates in the District**

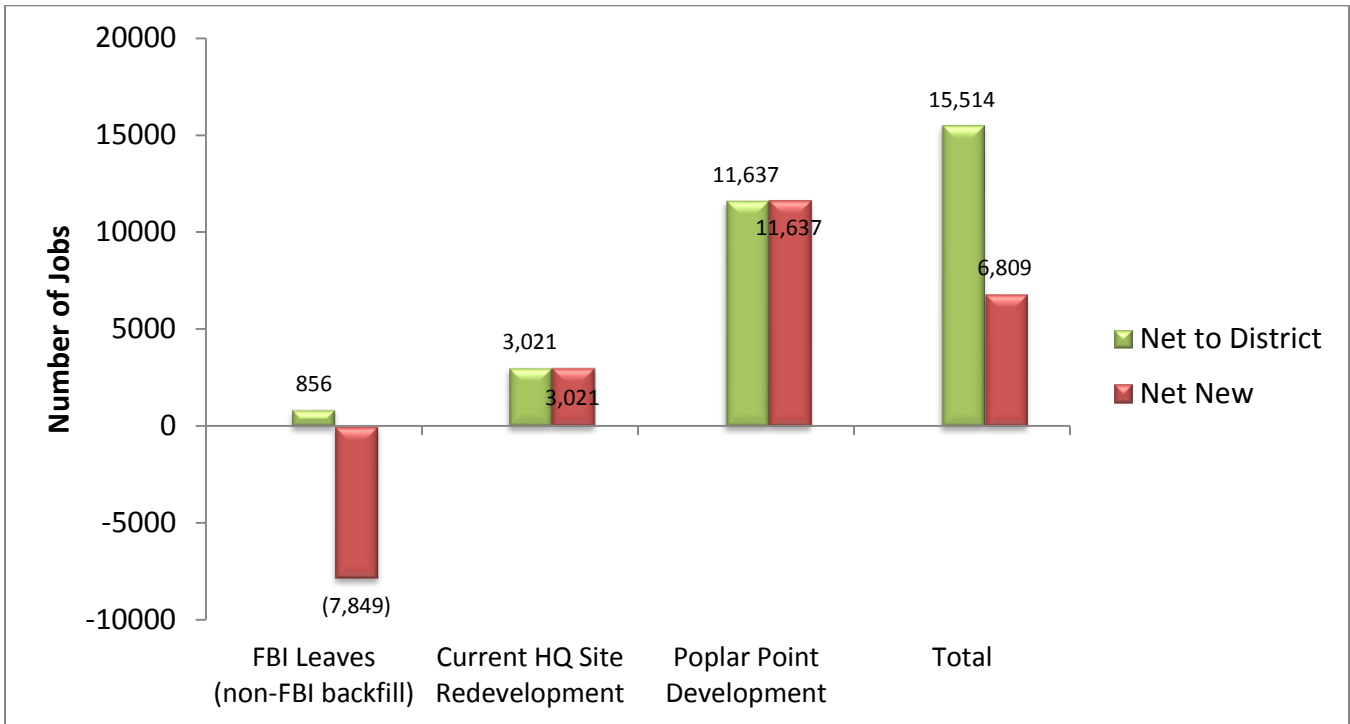
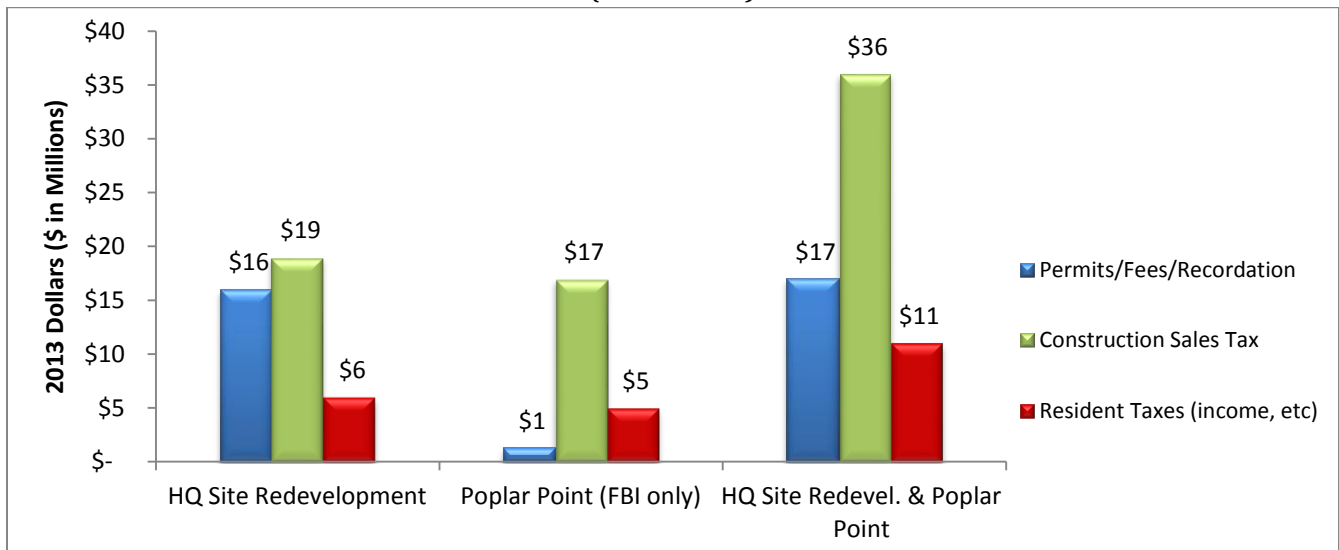


Exhibit 9
One-Time Revenues¹⁰
(\$ in millions)



¹⁰ Please refer to page 66 in Appendix C for One-Time Revenue calculations.

Section 4: Estimated Timeline for Development

Several steps will need to be taken before a new FBI Headquarters building will be ready to accommodate Headquarters staff. In this section, the Study Team outlines an expected set of tasks that will need to be completed, accompanied by the estimated amount of time that is likely to be required to fulfill the task. The construction of a new FBI Headquarters at Poplar Point and redevelopment of the FBI Headquarters is at least a 12-year undertaking. Key elements in the hypothesized timeline are explained below.

Stage 1, 2013: GSA Request for Information. GSA solicited a Request for Information (RFI) in December 2012 which resulted in 35 submissions (see Appendix A).

Stage 2, 2014: GSA Request for Proposal. GSA is expected to solicit a formal Request for Proposal. This step, coupled with analysis of each submission, is anticipated to take about one year. Developers who submit a proposal understand that they will be given the FBI Headquarters on Pennsylvania Avenue in exchange for building a new FBI Headquarters in the chosen region.

Stage 3, 2015: GSA Award selection. GSA makes an award.

Stage 4, 2016-18: Planning for Development. The Awardee begins necessary site planning for the chosen destination of the new FBI Headquarters. Possible steps within this stage may include site plan approval, site preparations, and, should Poplar Point be chosen, a land transfer from the federal government to the District. This stage could begin in 2015, depending on overall timing of prior stages.

Stage 5, 2019-2021: Development of the new FBI Headquarters. Vertical construction of the new FBI Headquarters building begins. Depending on how quickly the planning stage occurs, the development of the new FBI Headquarters building could begin sooner.

Stage 6, 2022-2023: Demolition of the current FBI Headquarters. This step cannot occur until the FBI is able to consolidate and relocate to its new headquarters building. The entitlement process and planning for demolition might occur during Stage 5, but actual demolition of the FBI HQ must wait until the complete development of a new site.

Stage 7, 2023-2025: Redevelopment of the current FBI Headquarters site. In the final stage of this project, the awardee will redevelop the current FBI Headquarters.

The final two stages, demolition and redevelopment of the current FBI Headquarters site, may be accelerated based on the overall plans for site use and specifications. See timeline below to view all stages.



Timeline related issues. A number of key issues that should be considered regarding the timetable presented include:

1. Timeline estimates based upon assumption that GSA Award will be conveyed in 2014-15, and a construction schedule based on District projects of similar scope and scale.¹¹
2. New tax revenues accruing to the District will not likely be realized until redevelopment of the current FBI Headquarters site is completed and, for Poplar Point, when the new FBI Headquarters is built. This means that the District is not likely to realize a new revenue stream much earlier than 2019.
3. Protests, legal actions, and/or government delay in award may significantly impact the estimated timeline (see alternative timeline below).
4. Private sector interest both in redevelopment of the current FBI Headquarters, and development of a new FBI Headquarters building, is dependent upon market dynamics, which are difficult to forecast for the purposes of preparing this timetable.
5. It is possible that construction of a new FBI Headquarters building outside of the District might proceed faster than the suggested timeline for Poplar Point. The Study Team could envision a two-year time-savings; depending on an alternative site's profile (see the alternative timeline below).

Accelerated



Conservative



¹¹ Such examples include the 2007 Department of Transportation Headquarters move to Southeast, D.C.

Section 5: Possible Areas for Further Study

In the course of this work, the Study Team identified the following topics that could be further investigated.

1. Clarification on FBI profile.
 - a. Projected staffing requirements over 15 year period.
2. Impact on real estate market of the consolidation of satellite offices into new Headquarters building.
3. Overall financial/qualitative impact of having government entities in the nation's capital.
4. Impact of the Department of Homeland Security and potential FBI campuses on the Anacostia region's economy/real estate.
5. An economic analysis of other submitted informational proposals.

Appendix A: GSA Request for Information

REQUEST FOR INFORMATION

U.S. General Services Administration
Federal Bureau of Investigation
Headquarters Consolidation
Washington, DC



I. Introduction

The U.S. General Services Administration (GSA) is issuing this Request for Information (RFI) to obtain responses from members of the development community, local and state jurisdictions, and other interested parties, that are interested in providing a new headquarters facility for the Federal Bureau of Investigation (FBI) with potential collocation of the Federal entities within the National Capital Region (defined as the District of Columbia, Montgomery and Prince Georges counties in Maryland; Arlington, Fairfax, Loudoun and Prince William counties in Virginia, as well the independent municipalities within each of these counties). GSA is willing to consider the exchange of the J. Edgar Hoover Building (JEH) as part of this potential transaction. GSA intends to use the information you provide for planning purposes and to help make strategic decisions regarding a new FBI headquarters facility. GSA will not enter into any exchange, sale, lease, or other agreement as a result of this RFI. GSA will not reimburse RFI respondents for any expenses associated with responding to this RFI, though GSA sincerely appreciates respondents' efforts and input. GSA may, at some point in the future, issue a Request for Proposals (RFP).

II. Opportunity / Background

The FBI currently occupies JEH, located at 935 Pennsylvania Avenue, NW, Washington, DC, and numerous other leased facilities in support of its headquarters functions. To consolidate headquarters operations for efficiency and mission effectiveness; GSA and FBI propose to relocate the FBI to a consolidated, more modern facility. The new facility could consist of up to 2.1 million rentable square feet of space. GSA is seeking ideas and information to accomplish the relocation, and will consider the exchange of JEH and its underlying land, which is owned by the United States of America, as part of this transaction.

The purpose of the RFI is to garner reaction regarding issues and considerations of such a transaction structure. With the ideas provided in response to this RFI, GSA will be better able to make informed decisions regarding the feasibility of a new headquarters facility to meet FBI's long-term headquarters needs.

III. JEH Property Information

Site Information

Legal Description

According to the District of Columbia Real Property Assessment Database, the abbreviated legal description of the subject is as follows: Square 378, Lot 852 and Square 379, Lot 820

Location The property is located at 935 Pennsylvania Avenue, NW, and occupies the entire city block bounded by Pennsylvania Avenue to the south, 10th Street to the west, E Street to the north, and 9th Street to the east.

Land Area/Tax ID

LAND AREA SUMMARY			
Tax ID	Address	SF	Acres
0378 0852	900 Pennsylvania Avenue, NW	232,839	5.35
0379 0820	901 – 945 Pennsylvania Avenue, NW	57,131	1.31
Total		289,970	6.66

Source: District of Columbia – Office of the Chief Financial Officer

Zoning Designation

DD/C-4

Zoning Description

C-4 is for Central Business District; DD is for the Downtown Development District Overlay.

Permitted Uses

Retail, Office, Housing, Mixed, and Public Buildings

Existing Improvements

Height (Stories)

7 stories on Pennsylvania Avenue, NW, and 11 stories along E Street, NW

Gross Building Area

2,420,921 square feet inclusive of parking garage

Year Built

1974

Basement

3 sub-basement floors containing 800 parking spaces and other service functions

IV. New Facility Requirements

The following is an “order of magnitude estimate” to provide respondents with a general idea of the requirements for a new headquarters. The actual requirements may vary.

Size

Up to 2.1 million rentable square feet, comprised mostly of the main HQ building, but in addition could include minor facilities such as remote delivery and security access center.

Parking

Parking will be dependent upon proximity to public transportation and other factors, but should be sufficient to provide for employee and government vehicles. Federal agencies are required to eliminate

practices that drive inefficient development. Reducing parking demand for single occupancy vehicles is a principle for the new facility. Prioritization of parking spaces will be for car pool vehicles and one space per employee is not required.

Security

The FBI Headquarters should be housed in an ISC Level V facility. Level V is the highest level of protection and is reserved for agencies with the highest level of risk related to mission functions critical to national security or continuation of Government operations.

Site Size

Site size will be dependent on a number of factors including topography, soil conditions, shape, and ingress/egress. In addition, site size may vary depending upon how security is provided for the facility.

Sustainability

It is preferred that the new facility will achieve, at a minimum, Leadership in Energy and Environmental Design (LEED) Gold Standard. Our goal is to plan a sustainable Federal facility in accordance with the Executive Order 13514, "Federal Leadership in Environmental, Energy, and Economic Performance" and its intent to locate facilities in sustainable locations, and strengthen the vitality and livability of the communities in which Federal facilities are located.

The new facility should employ sustainable site development and location goals including leveraging existing infrastructure, advancing local and regional planning and economic development goals, creating pedestrian-friendly environments and contributing to the public realm. Striking the appropriate balance among security, costs, and sustainability, may also be an opportunity to manage much of the facility's energy, waste, and water at its location.

V. Statement of Limitations

1. GSA represents that this RFI, submissions from respondents to this RFI, and any relationship between GSA and respondents arising from or connected or related to this RFI, are subject to the specific limitations and representations expressed

below, as well as the terms contained elsewhere in this RFI. By responding to this RFI, respondents are deemed to accept and agree to this Statement of Limitations. Respondents to this RFI acknowledge and accept GSA's rights as set forth in the RFI, including this Statement of Limitations.

2. GSA reserves the right, in its sole discretion, without liability, to utilize any or all of the RFI responses in its planning efforts. GSA reserves the right to retain and utilize all the materials, information, ideas, and suggestions submitted in response to this RFI.
3. This RFI shall not be construed in any manner to implement any of the actions contemplated herein, nor to serve as the basis for any claim whatsoever for reimbursement of costs for efforts expended in preparing a response to the RFI.
4. The submission of an RFI response is not required to participate in any potential future development process.
5. To the best of GSA's knowledge, the information provided herein is accurate. Respondents should undertake appropriate investigation in preparation of responses. A site inspection will be coordinated to give all respondents the opportunity to examine existing conditions.
6. This RFI is issued solely for information and planning purposes and does not constitute a solicitation. Responses to this notice are not an offer and cannot be accepted by GSA to form a binding contract.

VI. Additional Information

Project Questions

Questions regarding the RFI may be submitted via email to fbi-rfi-questions@gsa.gov. All pertinent questions and answers will be posted weekly at www.fedbizopps.gov (Solicitation # FBI-HQ-RFI).

Pre-Submittal Briefing

In early January 2013, at a date and time to be announced, a pre-submittal briefing will be held at a location to be announced in Washington, DC. The location and specific date will be posted at www.fedbizopps.gov (Solicitation # FBI-HQ-RFI). Please email your intention to attend, contact information, and the number of attendees to fbi-rfi-rsvp@gsa.gov. Also, please submit, via email any questions you wish to have answered at the briefing to fbi-rfi-questions@gsa.gov by 5:00 p.m., two days prior to the Pre-Submittal briefing.

VII. Submission of Responses

All interested parties should submit responses as instructed below, with appropriate supporting information clearly marked "Response to RFI – FBI HQ Consolidation", by 5:00 p.m., EST, on March 4, 2013, to the following:

Mack Gaither
Project Manager
GSA, Public Buildings Service, National Capital Region
301 7th Street, SW, Room 7600
Washington, DC 20407

Response Format

1. Cover Sheet, including:
 - Respondent Organization Name
 - Respondent Address
 - Respondent Contact
 - Telephone Number
 - E-mail Address
 - Signature of Representative
2. Response to "GSA Request for Information Questionnaire", with any additional materials attached.
3. Provide a CD containing a PDF file of the complete submission.

The General Services Administration would like to thank you in advance for responding to this RFI and assisting us in our efforts to plan for the future needs of the FBI.

GSA Request for Information Questionnaire FBI Headquarters Consolidation

GSA's objective is to provide the FBI with a new headquarters facility and is willing to exchange JEH for a fee simple interest in a new facility. Please respond to how these objectives might be attained, considering timing and phasing of the project, and disparity of values in the facilities to be exchanged. GSA recognizes the complexity and size of such a transaction, and welcomes responses that address only the new facility, JEH, or utilize private/private or non-Federal public/private partnerships to accomplish the objective.

Appendix B: A Guide to Economic Modeling Tables found in Appendix C

The attached Exhibits and Tables represent the detailed tax revenue and job impact analysis:

Exhibit Revenue 1 – Consolidation of existing FBI and alternate scenario tax revenue sources

Exhibit Revenue 2 – Report Bar Charts data sets

Exhibit Jobs 1 – Consolidation of existing FBI and alternate scenario job base

Exhibit Jobs 2 – Report Bar Charts data sets

Current FBI – Tables 1-4

Table 1 – Tax revenue summary

Table 2 – Jobs summary

Table 3 – Existing FBI Headquarters use

Table 4 – Existing FBI off-site private office use

Current FBI Headquarters site Redevelopment – Tables 5-14

Table 5 – Tax revenue summary

Table 6 – Jobs summary

Table 7-14 – Office, retail, residential, hotel, and cultural uses

Backfill of Existing FBI Private Office Use – Table 15

Poplar Point – Tables 16-22

Table 16 – Tax revenue summary

Table 17 – Jobs summary

Table 18-22 – Office, retail, and residential uses

One-Time Revenues – Table 23

Appendix C: Economic Modeling Exhibits and Tables

Exhibit Revenue 1 - FBI Scenarios DISTRICT OF COLUMBIA ANNUAL TAX IMPACT - \$2013

		<u>Existing FBI</u>	<u>Total Future</u>	<u>Net</u>	<u>Net New</u>	<u>Notes</u>
1)	FBI Existing / Leaves District					
2)	<u>Direct</u> JEH site combined taxes	\$1,705,870	\$0	\$0	(\$1,705,870)	as if JEH site empty if FBI leaves and still federally owned (see Table 1)
3)	other DC FBI offices in private bldgs	\$9,267,291	\$11,175,513	\$2,793,878	(\$6,473,413)	existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
4)	FBI suburban office consolidation					stays in suburbs
5)	<u>Indirect</u> FBI related employee residency	\$14,965,616	\$14,965,616	\$14,965,616	\$0	15% DC residency (11,055 jobs @ 9.5% overall tax on \$95K/yr) (see Tbl 2)
6)	non-FBI employment DC residency taxes	\$0	not considered	not considered	not considered	non-existent for existing FBI; not considered for vacated FBI space backfill
7)	FBI generated visitors off-site taxes	\$1,352,000	\$338,000	\$338,000	(\$1,014,000)	25% retained DC capture @ 13% tax on \$200/visit night (1 visit/wk/10 jobs)
8)	non-FBI generated visitors off-site taxes	NA				non-existent
9)	site development synergies	NA				non-existent
10)	other indirect neighborhood impacts	NA				no net positive with current JEH FBI use (possible negative)
11)	total	\$27,290,778	\$26,479,129	\$18,097,494		
12)	net (loss) / gain				(\$9,193,284)	after FBI relocation to suburbs
13)	JEH Redevelop / FBI Leaves District					
14)	<u>Direct</u> JEH site combined taxes	\$1,705,870	\$4,744,727	\$23,722,863	\$22,016,993	existing FBI see Tbl 1; 50% new capture (see Table 5)
15)	other DC FBI offices in private bldgs	\$9,267,291	\$11,175,513	\$2,793,878	(\$6,473,413)	existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
16)	FBI suburban office consolidation					stays in suburbs
17)	<u>Indirect</u> FBI related employee residency	\$14,965,616	\$14,965,616	\$14,965,616	\$0	15% DC residency (11,055 jobs @ 9.5% overall tax on \$95K/yr) (see Tbl 2)
18)	non-FBI employment DC residency taxes	\$0	\$14,845,165	\$7,422,583	\$7,422,583	50% new capture (6,040 jobs @ 9.3% overall tax on \$100,780/yr) (Tbl 6)
19)	FBI generated visitors off-site taxes	\$1,352,000	\$338,000	\$338,000	(\$1,014,000)	25% retained DC capture @ 13% tax on \$200/visit night (1 visit/wk/10 jobs)
20)	non-FBI generated visitors off-site taxes	\$0	\$2,246,070	\$1,123,035	\$1,123,035	50% new capture (13% tax on \$275/visit night (1 visit/wk/5 jobs)
21)	site development synergies	NA				nearby sites already developed
22)	other indirect neighborhood impacts	\$0	\$4,625,000	\$4,625,000	\$4,625,000	5% increase in nearby real estate assessments (\$5billion in 5 surrounding blks)
23)	total	\$27,290,778	\$95,641,090	\$54,990,975		
24)	net (loss) / gain				\$27,700,197	after FBI relocation to suburbs
25)	Poplar Point (private owned FBI Bldg)					
26)	<u>Direct</u> new FBI site combined taxes	incl in JEH	\$27,981,716	\$27,981,716	\$27,981,716	existing FBI see Tbl 1; 100% new capture (see Table 16)
27)	other DC FBI offices in private bldgs	incl in JEH				existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
28)	FBI suburban office consolidation					consolidation of use into DC (see site direct and other categories for impact)
29)	<u>Indirect</u> FBI related employee residency	incl in JEH				15% DC residency (11,055 jobs @ 9.5% overall tax on \$95K/yr) (see Tbl 2)
30)	non-FBI employment DC residency taxes	incl in JEH	\$3,795,410	\$948,852	\$948,852	25% new capture (2,330 jobs @ 8.9% overall tax on \$89,060/yr) (Tbl 17)
31)	FBI generated visitors off-site taxes	incl in JEH	\$1,014,000	\$1,014,000	\$1,014,000	existing FBI related minus JEH retained if FBI relocates
32)	non-FBI generated visitors off-site taxes					limited
33)	site development synergies		\$16,369,455	\$4,092,364	\$4,092,364	25% new capture from jump starting PP neighborhood (see Table 16)
34)	other indirect neighborhood impacts					some positive for Ward 8, not quantified
35)	total		\$49,160,580	\$34,036,932		if FBI public owned total is \$23,648,430 and net is \$8,524,782 (Tbl 18.b)
36)	net (loss) / gain				\$34,036,932	after FBI relocation to PP; if FBI public owned \$8,524,782 (see Tbl 18.b)
37)	JEH and Poplar Point (private owned)					
38)	<u>Direct</u> sites combined taxes	\$1,705,870	\$75,427,442	\$51,704,579	\$49,998,709	both JEH and PP development
39)	other DC FBI offices in private bldgs	\$9,267,291	\$11,175,513	\$2,793,878	(\$6,473,413)	existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
40)	FBI suburban office consolidation					consolidation of use into DC (see site direct and other categories for impact)
41)	<u>Indirect</u> FBI related employee residency	\$14,965,616	\$14,965,616	\$14,965,616	\$0	15% DC residency (11,055 jobs @ 9.5% overall tax on \$95K/yr) (see Tbl 2)
42)	non-FBI employment DC residency taxes	\$0	\$18,640,575	\$8,371,435	\$8,371,435	combination of new capture related to employment at JEH and PP sites
43)	FBI generated visitors off-site taxes	\$1,352,000	\$1,352,000	\$1,352,000	\$0	100% retained DC capture @ 13% tax on \$200/visit night (1 visit/wk/10 jobs)
44)	non-FBI generated visitors off-site taxes	\$0	\$2,246,070	\$1,123,035	\$1,123,035	50% new capture for JEH (13% tax on \$275/visit night (1 visit/wk/5 jobs)
45)	site development synergies	\$0	\$16,369,455	\$4,092,364	\$4,092,364	25% new capture from jump starting PP neighborhood (see Table 16)
46)	other indirect neighborhood impacts	\$0	\$4,625,000	\$4,625,000	\$4,625,000	5% increase in nearby real estate assessments (JEH)
47)	total	\$27,290,778	\$144,801,671	\$89,027,907		
48)	net (loss) / gain				\$61,737,129	after JEH redevelopment and FBI relocation to PP

Exhibit Revenue 2 - Report Bar Charts
DISTRICT OF COLUMBIA ANNUAL TAX IMPACT - \$2013

REPORT EXHIBIT 1 FBI Leaves the District

	<u>Existing FBI</u>	<u>Retained Residual</u>	<u>Net Loss</u>
	\$27,290,778	\$18,097,494	(\$9,193,284)

Note: Retained FBI Residual is primarily FBI District residents and backfilled private offices.

REPORT EXHIBIT 2 Revenue Generated by New Development

	<u>Total Future</u>	<u>Net to DC</u>
JEH Redevelopment	\$77,543,596	\$36,893,481
Poplar Point	<u>\$49,160,580</u>	<u>\$34,036,932</u>
JEH and Poplar Point	\$126,704,177	\$70,930,413

Note: HQ Site includes backfilled FBI private offices minus net portion of backfill included in FBI Retained Residual.

REPORT EXHIBIT 3 Net Impact if FBI Leaves the District

	<u>Total Future</u>	<u>Net New</u>
Retained FBI Residual	\$18,097,494	(\$9,193,284)
JEH Redevelopment	<u>\$77,543,596</u>	<u>\$36,893,481</u>
total if FBI leaves District	\$95,641,090	\$27,700,197

REPORT EXHIBIT 4 Net Impact if FBI Relocates in the District

	<u>Total Future</u>	<u>Net New</u>
Retained FBI Residual	\$18,097,494	(\$9,193,284)
JEH Redevelop	\$77,543,596	\$36,893,481
Poplar Point	<u>\$49,160,580</u>	<u>\$34,036,932</u>
total	\$144,801,671	\$61,737,129

NAPA / Bolan Smart Associates, Inc. (06/13)

**Exhibit Jobs 1 - FBI Scenarios
DISTRICT OF COLUMBIA JOB IMPACT**

		<u>Existing FBI</u>	<u>Total Future</u>	<u>Net</u>	<u>Net New</u>	<u>Notes</u>
1)	FBI Existing / Leaves District					
2)	<u>Direct</u> JEH site	5,749	0	0	(5,749)	as if JEH site empty if FBI leaves (see Table 2)
3)	other DC FBI offices in private bldgs	2,956	3,424	856	(2,099)	existing FBI see Tbl 2; 25% capture from vacated space backfill (see Tbl 15)
4)	<u>Indirect</u> site development synergies	0	0	0	0	no new construction
5)	total	8,705	3,424	856		
6)	net (loss) / gain				(7,849)	after FBI relocation to suburbs
7)	JEH Redevelopment					
8)	<u>Direct</u> JEH site	5,749	6,041	3,021	(2,729)	existing FBI see Tbl 1; 50% new capture (see Table 5)
9)	other DC FBI offices in private bldgs	2,956	3,424	856	(2,099)	existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
10)	<u>Indirect</u> site development synergies	0	0	0	0	limited additional off-site jobs, surrounding neighborhood already developed
11)	total	8,705	9,465	3,877		
12)	net (loss) / gain				(4,828)	after FBI relocation to suburbs
13)	Poplar Point					
14)	<u>Direct</u> new FBI site	5,749	11,055	5,306	5,306	existing FBI see Tbl 1; 100% new capture (see Table 17)
15)	other DC FBI offices in private bldgs	incl in JEH	incl in JEH	incl in JEH	incl in JEH	
16)	<u>Indirect</u> site development synergies	0	2,330	582	582	25% new capture from jump starting PP neighborhood (see Table 17)
17)	total	5,749	13,385	5,888		
18)	net (loss) / gain				5,888	after FBI relocation to PP
19)	JEH and Poplar Point					
20)	<u>Direct</u> combined sites	5,749	17,096	8,326	8,326	both JEH 50% net capture and PP FBI 100% net capture
21)	other DC FBI offices in private bldgs	2,956	3,424	856	(2,099)	existing FBI see Tbl 1; 25% capture from vacated space backfill (see Tbl 15)
22)	<u>Indirect</u> site development synergies	0	2,330	582	582	25% new capture from jump starting PP neighborhood (see Table 17)
23)	total	8,705	22,850	9,765		
24)	net (loss) / gain				6,809	after JEH redevelopment and FBI relocation to PP

NAPA / Bolan Smart Associates, Inc. (06/13)

**Exhibit Jobs 2 - Report Bar Charts
DISTRICT OF COLUMBIA JOB IMPACT - \$2013**

<u>REPORT EXHIBIT 5</u> FBI Leaves the District			
	<u>Existing FBI</u>	<u>Net Backfill</u>	<u>Net Loss</u>
	8,700	856	(7,849)

Note: Backfill = 25% net DC capture from 3,424 non-FBI jobs occupying former FBI private offices.

<u>REPORT EXHIBIT 6</u> Jobs Generated by New Development		
	<u>Total Future</u>	<u>Net to DC</u>
JEH Redevelopment	6,041	3,021
Poplar Point	<u>13,385</u>	<u>11,637</u>
JEH and Poplar Point	19,426	14,658

<u>REPORT EXHIBIT 7</u> Net Job Impact if FBI Leaves the District		
	<u>Net to DC</u>	<u>Net New</u>
FBI Leaves (non-FBI backfill)	856	(7,849)
JEH Redevelopment	<u>3,021</u>	<u>3,021</u>
total if FBI leaves District	3,877	(4,828)

<u>REPORT EXHIBIT 8</u> Net Job Impact if FBI Relocates in the District		
	<u>Net to DC</u>	<u>Net New</u>
FBI Leaves (non-FBI backfill)	856	(7,849)
JEH Redevelop	3,021	3,021
Poplar Point	<u>11,637</u>	<u>11,637</u>
total	15,514	6,809

NAPA / Bolan Smart Associates, Inc. (06/13)

**Table 1 - Existing FBI Offices
ECONOMIC IMPACT SUMMARY - \$2013**

See Tables 3,4

Direct Annual District Tax Revenue

		<u>taxable value</u>	<u>square feet</u>	<u>RE tax</u>	<u>total</u>
1) Real Estate Tax	FBI Hoover site office	\$0	1,700,000	\$0	
	other FBI private office use	<u>\$402,500,000</u>	<u>700,000</u>	<u>\$7,440,250</u>	
	total	\$402,500,000	2,400,000		\$7,440,250
2) Parking Tax		<u>taxable revenues</u>		<u>DC parking tax</u>	
	FBI Hoover site office	\$0		\$0	
	other FBI private office use	<u>\$4,088,001</u>		<u>\$735,840</u>	
	total	\$4,088,001			\$735,840
3) Employee Related Sales Tax Revenue		<u>taxable sales</u>		<u>DC retail related tax</u>	
	FBI Hoover site office	\$14,948,381		\$1,195,870	
	other FBI private office use	<u>\$9,265,015</u>		<u>\$741,201</u>	
	total	\$14,948,381			\$1,937,072
4) Other DC Related Taxes and Fees	FBI Hoover site office			\$510,000	
	other FBI private office use			<u>\$350,000</u>	
	total				\$860,000
Total Direct Annual DC Tax Revenue					\$10,973,162
5) Total Direct Annual Tax Revenue By Use				<u>DC taxes</u>	
	FBI Hoover site office			\$1,705,870	
	other FBI private office use			<u>\$9,267,291</u>	
Total Direct Annual DC Tax Revenue					\$10,973,162

**Table 2 - Existing FBI Offices
ECONOMIC IMPACT SUMMARY - 2013**

1) FBI Employment (FTE jobs)	<u>DC jobs</u>	<u>DC residents</u>	<u>income</u>	<u>total income</u>	<u>avg. total tax (a)</u>	<u>off-site</u>	<u>total DC tax</u>		
FBI Hoover site office	5,749	15%	862	\$95,000	\$81,928,627	9.5%	\$9,025	100%	\$7,783,220
other FBI private office use	2,956	15%	443	\$95,000	\$42,116,673	9.5%	\$9,025	100%	\$4,001,084
FBI suburban	<u>2,350</u>	15%	<u>353</u>	<u>\$95,000</u>	<u>\$33,487,500</u>	9.5%	<u>\$9,025</u>	100%	<u>\$3,181,313</u>
Total Permanent FTE Jobs	11,055		1,658	\$95,000	157,532,800		\$9,025		\$14,965,616
Temporary Construction FTE Jobs (b)	<u>0</u>		<u>0</u>						
Total FTE Jobs	11,055		1,658						

(a) Combined income and other DC taxes paid by local residents, including real property taxes on residences, local sales taxes and fees.

(b) No construction.

**Table 3 - Office
Existing JEH FBI Use
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description	Direct Project Full Time Employment (a)
1) General Office 1,700,000 rsf	281 sf per office job
2) Retail (see retail) 0 rsf	<u>5,749</u> office jobs
3) Total Building Area 1,700,000 rsf	50 parking space / parking job
4) Parking 1,200 spaces	0 parking jobs
5)	5,749 total jobs

Building / Parking		
	one sf	total sf
6) General Office Real Estate Value	\$0.00	\$0
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$0
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	<u>\$0</u>
11) Total Real Estate Tax Revenue	\$0.00	\$0
Private Sector Office Direct Tax		
	one sf	total sf
12) Taxable Gross Revenues (adjusted for 5% vacancy)	\$0 per employee	\$0
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$0</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$0 per employee	<u>\$0</u>
15) Business Personal Property Tax	\$0.00 per \$100 > \$50K / 10K sf	\$0
16) Other Operating Taxes and Fees (b)	\$0.30 per sf	<u>\$510,000</u>
17) Total General Office Related Taxes	<u>\$0.30</u>	<u>\$510,000</u>
18) DC Private Office Tax Capture	100.0% net DC revenues	\$510,000
Parking (office day, retail & cultural other times)		
	one space	total spaces
19) Parking Income	\$0.00 per space per day / some wk	
20)	\$0 per space per year	<u>\$0</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$0
Employee Related Sales Tax Revenue		
	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$50.00 per FTE per week	<u>\$8.79</u>
23) Employee Related Sales Tax	8.0% mostly meals	<u>\$1,195,870</u>
24) Total Direct Annual Tax Revenue	\$1.00	\$1,705,870

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges (net of GSA central steam plant heating/cooling).

Table 4 - Office
Other Existing FBI Off-site Private Office Use
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description		Direct Project Full Time Employment (a)
1) General Office	700,000 rsf	225 sf per office job
2) Retail (see retail)	0 rsf	<u>2,956</u> office jobs
3) Total Building Area	700,000 rsf	50 parking space / parking job
4) Parking	700 spaces	<u>14</u> parking jobs
5)		2,970 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$575.00	\$402,500,000
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$575.00 \$402,500,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$10.64 <u>\$7,440,250</u>
11) Total Real Estate Tax Revenue	\$10.64	<u>\$7,440,250</u>
Private Sector Office Direct Tax (0% private occupancy)	one sf	total sf
12) Taxable Gross Revenues	\$0 per employee	\$0.00 \$0
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$0.00</u> <u>\$0</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$0 per employee	<u>\$0.00</u> <u>\$0</u>
15) Business Personal Property Tax	\$0.00 per \$100 > \$50K / 10K sf	\$0.00 \$0
16) Other Operating Taxes and Fees (b)	\$0.50 per sf	<u>\$0.50</u> <u>\$350,000</u>
17) Total General Office Related Taxes	<u>\$0.50</u>	<u>\$350,000</u>
18) DC Private Office Tax Capture	100.0% net DC revenues	\$0.50 <u>\$350,000</u>
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$16.00 per space per day / some wk	
20)	\$5,840 per space per year	<u>\$5,840</u> <u>\$4,088,001</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$1,051 <u>\$735,840</u>
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$60.00 per FTE per week	<u>\$13.24</u> <u>\$9,265,015</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$1.06 <u>\$741,201</u>
Total Direct Annual Tax Revenue		
24)	\$13.24	<u>\$9,267,291</u>

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 5 - Combined Land Uses - JEH Redevelopment
ECONOMIC IMPACT SUMMARY - \$2013**

See Tables 7-14

Direct Annual District Tax Revenue

		<u>taxable value</u>	<u>square feet</u>	<u>RE tax</u>	<u>total</u>
1) Real Estate Tax	office	\$880,000,000	1,100,000	\$16,274,000	
	retail	\$71,250,000	125,000	\$1,312,125	
	hotel	\$118,750,000	160,000	\$2,190,875	
	cultural	\$0	50,000	\$0	
	residential condominiums	\$232,470,000	326,025	\$1,975,995	
	mod priced condo	\$5,512,500	36,225	\$46,856	
	rental apartments	\$200,070,000	362,250	\$1,700,595	
	mod priced rental	<u>\$7,916,667</u>	<u>40,250</u>	<u>\$67,292</u>	
	total	\$1,515,969,167	2,199,750		\$23,567,738
2) Retail Space Direct Tax (non-real estate)	general retail	<u>\$34,500,000</u>		<u>\$1,986,525</u>	
	restaurant	<u>\$29,900,000</u>		<u>\$2,548,748</u>	
	total	\$64,400,000			\$4,535,273
3) Hotel Related Tax Revenue	room tax	<u>\$24,272,500</u>		<u>\$3,519,513</u>	
	other guest expenses	\$1,040,250		\$88,421	
	restaurant / food & beverage	\$7,500,000		\$735,000	
	other (hotel operating taxes and fees)			<u>\$691,073</u>	
	total	\$32,812,750			\$5,034,007
4) Parking Tax	office	<u>\$9,636,001</u>		<u>\$1,734,480</u>	
	retail	\$3,285,000		\$591,300	
	hotel	\$985,500		\$177,390	
	cultural	<u>\$657,000</u>		<u>\$118,260</u>	
	total	\$14,563,501			\$2,621,430
5) Employee Related Sales Tax Revenue	office	<u>\$18,187,695</u>		<u>\$1,455,016</u>	
	retail	\$1,117,381		\$89,390	
	hotel	\$308,905		\$24,712	
	cultural	<u>\$266,240</u>		<u>\$21,299</u>	
	total	\$19,880,221			\$1,590,418
6) DC Resident Income Tax	residential condominiums	<u>\$3,718,575</u>		<u>\$2,141,899</u>	
	mod priced condo	\$108,609		\$104,265	
	rental apartments	\$3,351,746		\$1,910,495	
	mod priced rental	<u>\$154,179</u>		<u>\$146,470</u>	
	total	\$7,333,109			\$4,303,129
7) DC Resident Retail Expenditures	residential condominiums	<u>\$18,506,880</u>		<u>\$416,405</u>	
	mod priced condo	\$595,350		\$22,326	
	rental apartments	\$17,398,395		\$456,708	
	mod priced rental	<u>\$957,504</u>		<u>\$35,906</u>	
	total	\$37,458,129			\$931,345
8) Other DC Related Taxes and Fees	office			\$3,797,933	
	cultural			\$0	
	residential condominiums			\$277,603	
	mod priced condo			\$10,206	
	rental apartments			\$260,976	
	mod priced rental			<u>\$14,363</u>	
	total				\$4,361,081
9) Recurring Condo Resale Transfer Fees	residential condominiums			\$489,179	
	mod priced condo			<u>\$12,128</u>	
	total				\$501,307
Total Direct Annual DC Tax Revenue					\$47,445,727
10) Total Direct Annual Tax Revenue By Use	office			<u>\$23,261,429</u>	
	retail			\$6,528,088	
	hotel			\$7,426,984	
	cultural			\$139,559	
	residential condominiums			\$5,301,081	
	mod priced condo			\$195,780	
	rental apartments			\$4,328,774	
	mod priced rental			<u>\$264,030</u>	
	Total Direct Annual DC Tax Revenue				\$47,445,727

**Table 6 - Combined Land Uses - JEH Redevelopment
ECONOMIC IMPACT SUMMARY - \$2013**

1) Project Related Residents	<i>total</i>	<i>DC residents</i>							
residential condominiums	454	60%	272						
mod priced condo	50	100%	50						
rental apartments	641	60%	385						
mod priced rental	<u>71</u>	100%	<u>71</u>						
total	1,217		779						

2) Project Employment (FTE jobs)	<i>DC jobs</i>	<i>DC residents</i>	<i>income</i>	<i>total income</i>	<i>avg. total tax (a)</i>	<i>off-site</i>	<i>total DC tax</i>		
office	5,359	25%	1,340	\$110,000	\$147,371,808	10.0%	\$11,000	95%	\$14,000,322
retail	423	35%	148	\$45,000	\$6,656,250	7.0%	\$3,150	98%	\$456,619
hotel	117	35%	41	\$40,000	\$1,633,333	6.0%	\$2,400	98%	\$96,040
cultural	83	35%	29	\$75,000	\$2,187,500	9.0%	\$6,750	98%	\$192,938
parking	31	35%	11	\$45,000	\$490,500	7.0%	\$3,150	98%	\$33,648
Residential (one job / 30 units)	<u>28</u>	35%	<u>10</u>	<u>\$75,000</u>	<u>\$743,750</u>	<u>9.0%</u>	<u>\$6,750</u>	98%	<u>\$65,599</u>
Total Permanent FTE Jobs	6,041		1,578	\$100,783	\$159,083,142	9.3%	\$9,405		\$14,845,165
Temporary Construction FTE Jobs (b)	<u>1,718</u>	25%	<u>430</u>	\$58,000	\$24,916,667	8.0%	\$4,640	100%	\$5,980,000
Total FTE Jobs	7,759		2,008						(over 3 yrs)
Backfill of FBI Off-site Private Office Use	3,424	(see table 22; other DC related impacts not considered)							

(a) Combined income and other DC taxes paid by local residents, including real property taxes on residences, local sales taxes and fees.

(b) Construction employment: \$750,000,000 construction cost x 40% direct labor divided by \$58,000 average annual income, equalling 5,150 person years divided by 3 years for project completion, realizing an annual average of 1,718 full time equivalent construction jobs.

Table 7 - Office
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description	Direct Project Full Time Employment (a)
1) General Office 1,100,000 gsf	195 sf per office job
2) Retail (see retail) 0 gsf	<u>5,359</u> office jobs
3) Total Building Area 1,100,000 gsf	50 parking space / parking job
4) Parking 1,100 spaces	<u>22</u> parking jobs
5)	5,381 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$800.00	\$880,000,000
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$880,000,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$14.80 <u>\$16,274,000</u>
11) Total Real Estate Tax Revenue	\$14.80	<u>\$16,274,000</u>
Private Sector Office Direct Tax (80% private occupancy)	one sf	total sf
12) Taxable Gross Revenues (adjusted for 5% vacancy)	\$175,000 per employee	\$682.05 \$750,256,410
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$2.72</u> <u>\$2,993,523</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$2,500 per employee	<u>\$9.74</u> <u>\$10,717,949</u>
15) Business Personal Property Tax	\$3.40 per \$100 > \$50K / 10K sf	\$0.16 \$177,410
16) Other Operating Taxes and Fees (b)	\$0.60 per sf	<u>\$0.57</u> <u>\$627,000</u>
17) Total General Office Related Taxes		<u>\$3.45</u> <u>\$3,797,933</u>
18) DC Private Office Tax Capture	100.0% net DC revenues	\$3.45 <u>\$3,797,933</u>
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$24.00 per space per day / some wkd	
20)	\$8,760 per space per year	<u>\$8,760</u> <u>\$9,636,001</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$1,577 <u>\$1,734,480</u>
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$65.00 per FTE per week	<u>\$16.53</u> <u>\$18,187,695</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$1.32 <u>\$1,455,016</u>
Total Direct Annual Tax Revenue		
24)	\$21.15	<u>\$23,261,429</u>

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 8 - Retail
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - \$2013**

Project Description		Direct Project Full Time Employment (a)	
1) General Retail	75,000 sf	350 sf/job	214 jobs
2) Restaurant	50,000 sf	240 sf/job	208 jobs
3) Total Retail	125,000 sf (gla)		423 jobs
4) Parking	250 spaces	35 spaces/job	7 jobs
5)			430 total jobs

Real Estate Tax

		Building / Parking	
		one sf	total sf
6) General Retail Real Estate Value		\$600.00	\$45,000,000
7) Restaurant Real Estate Value		\$525.00	\$26,250,000
8) Parking (included above)			NA
9) Total Taxable Real Estate Value (assessment)	100.00% of assessment	\$570.00	\$71,250,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$10.55	\$1,312,125
11) Total Real Estate Tax Revenue		\$10.55	\$1,312,125

General Retail Direct Tax Revenues

		one sf	total sf
12) Taxable Sales (adjusted for 8% vacancy)	\$500 per sf	\$460.00	\$34,500,000
13) DC Average Applicable Sales Tax	6.00%	\$27.60	\$2,070,000
14) Sales Tax	80.0% net of on-site consumers	\$22.08	\$1,656,000
15) DC Corporate Tax	9.975% on 4% profit on gross	\$1.84	\$137,655
16) Business Personal Property	\$70.00 FF&E per sf	\$64.40	\$4,830,000
17) Business Personal Property Tax (b)	\$3.40 per \$100 > \$50K / 3.0K sf	\$2.02	\$151,470
18) Other Operating Taxes and Fees (c)	\$0.60 per sf	\$0.55	\$41,400
19) Total General Retail Related Taxes		\$26.49	\$1,986,525
20) General Retail Related DC Tax Capture	100.0% net DC sales	\$26.49	\$1,986,525

Restaurant / Bar Direct Tax Revenues

		one sf	total sf
21) Taxable Sales (adjusted for 8% vacancy)	\$650 per sf	\$598.00	\$29,900,000
22) DC Average Applicable Sales Tax	10.0% incl. 1% conv center rate	\$59.80	\$2,990,000
23) Sales Tax	75.0% net of on-site consumers	\$44.85	\$2,242,500
24) DC Corporate Tax	9.975% on 4% profit on gross	\$2.39	\$119,301
25) Business Personal Property	\$120.00 FF&E per sf	\$110.40	\$5,520,000
26) Business Personal Property Tax (b)	\$3.40 per \$100 > \$50K / 3.0K sf	\$3.19	\$159,347
27) Other Operating Taxes and Fees (c)	\$0.60 per sf	\$0.55	\$27,600
28) Total Restaurant Related Taxes		\$50.97	\$2,548,748
29) Restaurant Related DC Tax Capture	100.0% net DC sales	\$50.97	\$2,548,748

Parking

		one space	total spaces
30) Parking Income	\$36.00 per space per day		
31)	\$13,140 per space per year	\$13.140	\$3,285,000
32) DC Parking Revenue Tax	18.0% of gross revenue	\$2,365	\$591,300

Employee Related Sales Tax Revenue

		one sf	total sf
33) FTE Employee Retail Expenditures Subject to Sales Tax	\$50.00 per FTE per week	\$8.94	\$1,117,381
34) Employee Related Sales Tax	8.0% mostly meals	\$0.72	\$89,390

Total Direct Annual Tax Revenue

35)		\$52.22	\$6,528,088
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Notes:

- (a) FTE is full time equivalent employee, assumed at 40 hours per week.
- (b) \$50k exemption per business.
- (c) Operations purchases, utility and telecommunications fees, other business license fees and charges.

Table 9 - Hotel
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description		Direct Project Full Time Employment (a)	
1) Hotel Rooms	150,000 gsf (excluding restaurant)		
2)	250 rooms	0.30 jobs / room	75 jobs
3) Restaurant	10,000 sf (gla)	240 sf / job	42 jobs
4) Parking	75 spaces	35 spaces / job	2 jobs
5)	160,000 total gsf		119 total jobs

Real Estate Tax

6) General Real Estate Value (combined uses)	
7) Parking (included above)	
8) Total Taxable Real Estate Value (assessment)	100.00% of value
9) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate
10) Total Real Estate Tax Revenue	

Hotel Direct Tax Revenues

	one room	total rooms
11) Room Nights	277	69,350
12) Room Revenue (net of parking)	\$97,090	\$24,272,500
13) Transient Accommodations Tax	\$14,078	\$3,519,513
14) Other Hotel Expenditures (net of food & beverage)	\$4,161	\$1,040,250
15) Other Hotel Guest Sales Tax	\$354	\$88,421
16) DC Corporate Tax	\$404	\$100,998
17) Business Personal Property	\$20,000	\$5,000,000
18) Business Personal Property Tax	\$673	\$168,300
19) Other Operating Taxes and Fees (b)	\$1,387	\$346,750
20) Total Direct Use Related Taxes	\$16,896	\$4,223,982
21) Hotel DC Tax Capture	\$16,896	\$4,223,982

Restaurant / Bar Direct Tax Revenues

	one sf	total sf
22) Food & Bev Sales	\$750	\$7,500,000
23) DC Average Applicable Sales Tax	\$75	\$750,000
24) Sales Tax	\$74	\$735,000
28) DC Corporate Tax	\$2.99	\$29,925
25) Business Personal Property	\$120.00	\$1,200,000
26) Business Personal Property Tax	\$3.91	\$39,100
27) Other Operating Taxes and Fees (b)	\$0.60	\$6,000
29) Total Restaurant Related Taxes	\$81	\$810,025
30) Hotel Restaurant Direct DC Tax Capture	\$81	\$810,025

Parking

	one space	total spaces
31) Parking Income		
32)	\$13,140	\$985,500
33) DC Parking Revenue Tax	\$2,365	\$177,390

Employee Related Sales Tax Revenue

	one room	total rooms
34) FTE Employee Retail Expenditures Subject to Sales Tax	\$1,236	\$308,905
35) Employee Related Sales Tax	\$99	\$24,712

Total Direct Annual Tax Revenue

36)	\$28,204	\$7,426,984
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Notes:

- (a) FTE is full time equivalent employee, assumed at 40 hours per week.
- (b) Hotel operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 10 - Residential Condominiums
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description		Project Related DC Residents
1) Condominiums	350 units	1.5 persons / unit
2) Market Component	90.0%	<u>302</u> occupied units
3) Market Units	315 units	454 total residents
4) Average Size	<u>900</u> sf (net saleable area)	<u>100.0%</u> net residents
5) Total Saleable SF	283,500 sf 326,025 gsf	454 DC residents

Real Estate Tax

6) Condominium Real Estate Value (including parking)	
7) DC Homestead Exemption	
8) Seniors Exemption	
9) Taxable Residential Real Estate Value (assessment)	
10) Parking (included above)	
11) Total Taxable Real Estate Value	
12) Residential Real Estate Tax	
13) Total Real Estate Tax Revenue	

Residential Direct Tax Revenues

14) Average Unit Value	
15) Required Gross HH Income	
16) Taxable Income	
17) Initial DC Income Tax	
18) Additional DC Income Tax	
19) Total Potential DC Income Taxes	
20) Income Taxes Adjusted for Average Occupancy	
21) Potential DC Residents	
22) Income Tax Revenue Adjusted for Resident Status	
23) New Resident Retail Expenditures Subject to Sales Tax	
24) District of Columbia Resident Sales Capture	
25) DC Average Applicable Sales Tax (a)	
26) Other Resident Related Use Taxes and Fees (b)	
27) Personal Property Tax	
28) Total Residential Direct Tax Revenues	

Recurring Property Resale Transfer Fees

29) Annual Re-sales Related Taxes (2.9% combined fees)	
30) Annual Refinance Deed Recordation Taxes	

Parking (included with unit purchase)

Total Direct Annual Tax Revenue

31)

	Building / Parking	
	one sf	total sf
	\$850.00	\$240,975,000
\$67,500 per unit for 40% of units considered unlikely	(\$30.00)	(\$8,505,000)
		<u>\$0</u>
	\$820.00	\$232,470,000
		<u>NA</u>
100.0% of assessment	\$820.00	\$232,470,000
0.85% residential tax rate	\$6.97	\$1,975,995
	\$6.97	\$1,975,995
	one unit	total units
\$850.00 per sf	\$765,000	\$240,975,000
25.0% multiple of unit value	\$191,250	\$60,243,750
80.0% of gross	\$153,000	\$48,195,000
\$40,000 of initial taxable income	\$2,200	\$693,000
8.5% DC tax rate over initial	<u>\$9,605</u>	<u>\$3,025,575</u>
	\$11,805	\$3,718,575
96.0% occupancy	\$11,333	\$3,569,832
60.0% of residents pay income taxes	<u>\$6,800</u>	<u>\$2,141,899</u>
100.0% residents	\$6,800	\$2,141,899
40.0% of taxable income	\$58,752	\$18,506,880
30.0% of expenditures	<u>\$17,626</u>	<u>\$5,552,064</u>
7.5% blend of categories	\$1,322	\$416,405
0.6% of taxable income	\$881	\$277,603
		\$0
	\$9,003	\$2,835,907
7.0% annual unit turnover	\$1.73	\$489,179
		not calculated
	\$18.70	\$5,301,081

Notes:

(a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.

(b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

NAPA / Bolan Smart Associates, Inc. (06/13)

Table 11 - Moderately Priced Condominiums
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description		Project Related DC Residents
1) Condominiums	350 units	1.5 persons / unit
2) Moderate Priced Component	10.0%	<u>34</u> occupied units
3) Moderate Priced Component	35 units	50 total residents
4) Average Size	<u>900</u> sf (net saleable area)	<u>100.0%</u> net residents
5) Total Saleable SF	31,500 sf 36,225 gsf	50 DC residents
	10,000 sf @ 80% AMI	

Real Estate Tax

6) Condominium Real Estate Value (including parking)	
7) DC Homestead Exemption	
8) Seniors Exemption	
9) Taxable Residential Real Estate Value (assessment)	
10) Parking (included above)	
11) Total Taxable Real Estate Value	
12) Residential Real Estate Tax	
13) <i>Total Real Estate Tax Revenue</i>	

Residential Direct Tax Revenues

14) Average Unit Value	
15) Required Gross HH Income	
16) Taxable Income	
17) Initial DC Income Tax	
18) Additional DC Income Tax	
19) Total Potential DC Income Taxes	
20) Income Taxes Adjusted for Average Occupancy	
21) Potential DC Residents	
22) <i>Income Tax Revenue Adjusted for Resident Status</i>	
23) New Resident Retail Expenditures Subject to Sales Tax	
24) District of Columbia Resident Sales Capture	
25) <i>DC Average Applicable Sales Tax</i> (a)	
26) <i>Other Resident Related Use Taxes and Fees</i> (b)	
27) Personal Property Tax	
28) <i>Total Residential Direct Tax Revenues</i>	

Recurring Property Resale Transfer Fees

29) Annual Re-sales Related Taxes (2.2% combined fees)	
30) Annual Refinance Deed Recordation Taxes	

Parking (included with unit purchase)

Total Direct Annual Tax Revenue

31)

	Building / Parking	
	one sf	total sf
	\$250.00	\$7,875,000
\$67,500 per unit for 100% of units considered unlikely	(\$75.00)	(\$2,362,500)
		<u>\$0</u>
	\$175.00	\$5,512,500
		<u>NA</u>
100.00% of assessment	\$175.00	\$5,512,500
0.85% residential tax rate	\$1.49	\$46,856
	\$1.49	\$46,856
	one unit	total units
\$250.00 per sf	\$225,000	\$7,875,000
30.0% multiple of unit value	\$67,500	\$2,362,500
75.0% of gross	\$50,625	\$1,771,875
\$40,000 of initial taxable income	\$2,200	\$77,000
8.5% DC tax rate over initial	<u>\$903</u>	<u>\$31,609</u>
	\$3,103	\$108,609
96.0% occupancy	\$2,979	\$104,265
100.0% of residents pay income taxes	<u>\$2,979</u>	<u>\$104,265</u>
100.0% residents	\$2,979	\$104,265
35.0% of taxable income	\$17,010	\$595,350
50.0% of expenditures	<u>\$8,505</u>	<u>\$297,675</u>
7.5% blend of categories	\$638	\$22,326
0.6% of taxable income	\$292	\$10,206
		<u>not considered</u>
	\$3,908	\$136,797
7.0% annual unit turnover	\$0.39	\$12,128
		not calculated
	\$6.22	\$195,780

Notes:

- (a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.
(b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

NAPA / Bolan Smart Associates, Inc. (06/13)

Table 12 - Rental Apartments
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description		Project Related DC Residents
1) Total Apartments	500 units	1.5 persons / unit
2) Market Rate Component	90.0%	<u>428</u> occupied units
3) Market Rate Apartments	450 units	641 total residents
4) Average Apartment Size	<u>700</u> sf (net rentable area)	<u>100.0%</u> net residents
5) Apartment RSF	315,000 sf 362,250 gsf	641 DC residents

	Building / Parking	
	one sf	total sf
6) Apartment Real Estate Value	\$705.71	\$222,300,000
7) Parking (included above)		NA
8) Real Estate Assessment	90.0% of value	\$635.14 \$200,070,000
9) Residential Real Estate Tax	0.85% residential tax rate	\$5.40 \$1,700,595
10) Total Real Estate Tax Revenue	\$5.40	\$1,700,595
	one unit	total units
11) Monthly Rent (including parking)	\$4.75 per sf	\$3,325 \$1,496,250
12) Minimum Required Gross Household Income	300.0% multiple of rent	\$119,700 \$53,865,000
13) Taxable Income	85.0% of gross	\$101,745 \$45,785,250
14) Initial DC Income Tax	\$40,000 of initial taxable income	\$2,200 \$990,000
15) Additional DC Income Tax	8.5% DC tax rate over initial	<u>\$5,248</u> <u>\$2,361,746</u>
16) Total Potential DC Income Taxes		\$7,448 \$3,351,746
17) Income Taxes Adjusted for Average Occupancy	95.0% occupancy	\$7,076 \$3,184,159
18) Potential DC Residents	60.0% of residents pay income taxes	<u>\$4,246</u> <u>\$1,910,495</u>
19) Income Tax Revenue Adjusted for Resident Status	100.0% residents	\$4,246 \$1,910,495
20) New Resident Retail Expenditures Subject to Sales Tax	40.0% of taxable income	\$38,663 \$17,398,395
21) District of Columbia Resident Sales Capture	35.0% of expenditures	<u>\$13,532</u> <u>\$6,089,438</u>
22) DC Average Applicable Sales Tax (a)	7.5% blend of categories	\$1,015 \$456,708
23) Other Resident Related Use Taxes and Fees (b)	0.6% of taxable income	\$580 \$260,976
24) Personal Property Tax (not applicable)		NA
25) Total Residential Direct Tax Revenues		\$5,840 \$2,628,179
Parking (tax not applicable on residential parking)		
Total Direct Annual Tax Revenue		
26)	\$13.74	\$4,328,774

Notes:

- (a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.
- (b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

NAPA / Bolan Smart Associates, Inc. (06/13)

**Table 13 - Moderately Priced Rental Apartments
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description		Project Related DC Residents
1) Total Apartments	500 units	1.5 persons / unit
2) Moderate Priced Component	10.0%	<u>48</u> occupied units
3) Moderate Priced Component	50 units	71 total residents
4) Average Apartment Size	<u>700</u> sf (net rentable area)	<u>100.0%</u> net residents
5) Apartment RSF	35,000 sf 40,250 gsf	71 DC residents
	35,000 sf @ 80% AMI	

Real Estate Tax

6) Apartment Real Estate Value		\$251.32	\$8,796,296
7) Parking (included above)			<u>NA</u>
8) Real Estate Assessment	90.0% of value	\$226.19	\$7,916,667
9) Residential Real Estate Tax	0.85% residential tax rate	\$1.92	\$67,292
10) Total Real Estate Tax Revenue		\$1.92	\$67,292

Residential Direct Tax Revenues

		one unit	total units
11) Monthly Rent	\$2.25 per sf	\$1,575	\$78,750
12) Minimum Required Gross Household Income	333.3% multiple of rent	\$62,994	\$3,149,685
13) Taxable Income	80.0% of gross	\$50,395	\$2,519,748
14) Initial DC Income Tax	\$40,000 of initial taxable income	\$2,200	\$110,000
15) Additional DC Income Tax	8.5% DC tax rate over initial	<u>\$884</u>	<u>\$44,179</u>
16) Total Potential DC Income Taxes		\$3,084	\$154,179
17) Income Taxes Adjusted for Average Occupancy	95.0% occupancy	\$2,929	\$146,470
18) Potential DC Residents	100.0% of residents pay income taxes	<u>\$2,929</u>	<u>\$146,470</u>
19) Income Tax Revenue Adjusted for Resident Status	100.0% residents	\$2,929	\$146,470
20) New Resident Retail Expenditures Subject to Sales Tax	40.0% of taxable income	\$19,150	\$957,504
21) District of Columbia Resident Sales Capture	50.0% of expenditures	<u>\$9,575</u>	<u>\$478,752</u>
22) DC Average Applicable Sales Tax (a)	7.5% blend of categories	\$718	\$35,906
23) Other Resident Related Use Taxes and Fees (b)	0.6% of taxable income	\$287	\$14,363
24) Personal Property Tax (not applicable)			<u>NA</u>
25) Total Residential Direct Tax Revenues		\$3,935	\$196,739
Parking (tax not applicable on residential parking)			
Total Direct Annual Tax Revenue			
28)		\$7.54	\$264,030

Notes:

- (a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.
- (b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

NAPA / Bolan Smart Associates, Inc. (06/13)

**Table 14 - Cultural
JEH Redevelopment
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description	Direct Project Full Time Employment (a)		
1) 50,000 gsf	600 sf/job	83 jobs	
2)			
3)			
4) Parking 50 spaces	25 spaces /job	2 jobs	
5) 50,000 total gsf		85 total jobs	

Building / Parking			
		one sf	total sf
Real Estate Tax			
6) General Real Estate Value (combined uses)		\$0.00	\$0
7) Parking (included above)			NA
8) Total Taxable Real Estate Value (assessment)	100.00% of value	\$0.00	\$0
9) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$0.00	<u>\$0</u>
10) Total Real Estate Tax Revenue		\$0.00	\$0
Direct Tax Revenues		one sf	total sf
11)			
12) Revenue	\$0	<u>\$0</u>	<u>\$0</u>
13) Tax	0.00%	\$0	\$0
14) Other Expenditures	\$0	<u>\$0</u>	<u>\$0</u>
15) Other Sales Tax	0.0%	\$0	\$0
16) DC Corporate Tax	0.000%	\$0.00	\$0
17) Business Personal Property	\$0.00	<u>\$0.00</u>	<u>\$0</u>
18) Business Personal Property Tax	\$0.00	\$0.00	\$0
19) Other Operating Taxes and Fees (b)	\$0.00	<u>\$0.00</u>	<u>\$0</u>
20) Total Direct Use Related Taxes		<u>\$0.00</u>	<u>\$0</u>
21) DC Tax Capture	100.0% net DC sales	\$0.00	\$0
Retail / Restaurant Direct Tax Revenues		one sf	total sf
22) Taxable Sales	\$0 per sf	\$0.00	\$0
23) DC Average Applicable Sales Tax	8.0% net 1% convention center	<u>\$0.00</u>	<u>\$0</u>
24) Sales Tax	90.0% net of on site consumers	\$0.00	\$0
28) DC Corporate Tax	9.975% on 10% profit on gross	\$0.00	\$0
25) Business Personal Property	\$0.00 FF&E per sf	<u>\$0.00</u>	<u>\$0</u>
26) Business Personal Property Tax	\$0.00 per \$100 value > \$200K	\$0.00	\$0
27) Other Operating Taxes and Fees (b)	\$0.00 per sf	<u>\$0.00</u>	<u>\$0</u>
29) Total Restaurant Related Taxes		<u>\$0.00</u>	<u>\$0</u>
30) Restaurant Direct DC Tax Capture	100.0% net DC sales	\$0.00	\$0
Parking		one space	total spaces
31) Parking Income	\$36.00 per space per day		
32)	\$13,140 per space per year	<u>\$13,140</u>	<u>\$657,000</u>
33) DC Parking Revenue Tax	18.0% of gross revenue	\$2,365	\$118,260
Employee Related Sales Tax Revenue		one sf	total sf
34) FTE Employee Retail Expenditures Subject to Sales Tax	\$60.00 per FTE per week	<u>\$5.32</u>	<u>\$266,240</u>
35) Employee Related Sales Tax	8.0% mostly meals	\$0.43	\$21,299
Total Direct Annual Tax Revenue		\$2,366	\$139,559

Notes:

- (a) FTE is full time equivalent employee, assumed at 40 hours per week.
- (b) Operations purchases, utility and telecommunications fees, other business license fees and charges.

NAPA / Bolan Smart Associates, Inc. (06/13)

Table 15 - Office
Backfill of Existing FBI Off-site Private Office Use
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description		Direct Project Full Time Employment (a)
1) General Office	700,000 rsf	195 sf per office job
2) Retail (see retail)	0	<u>3,410</u> office jobs
3) Total Building Area	700,000 rsf	50 parking space / parking job
4) Parking	700 spaces	<u>14</u> parking jobs
5)		3,424 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$575.00	\$402,500,000
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$575.00 \$402,500,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$10.64 <u>\$7,440,250</u>
11) Total Real Estate Tax Revenue	\$10.64	<u>\$7,440,250</u>
Private Sector Office Direct Tax (80% private occupancy)	one sf	total sf
12) Taxable Gross Revenues (adjusted for 5% vacancy)	\$150,000 per employee	\$584.62 \$409,230,769
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$2.33</u> <u>\$1,632,831</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$2,500 per employee	<u>\$9.74</u> <u>\$6,820,513</u>
15) Business Personal Property Tax	\$3.40 per \$100 > \$50K / 10K sf	\$0.16 \$112,897
16) Other Operating Taxes and Fees (b)	\$0.60 per sf	<u>\$0.57</u> <u>\$399,000</u>
17) Total General Office Related Taxes	<u>\$3.06</u>	<u>\$2,144,728</u>
18) DC Private Office Tax Capture	100.0% net DC revenues	\$3.06 <u>\$2,144,728</u>
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$16.00 per space per day / some wkd	
20)	\$5,840 per space per year	<u>\$5,840</u> <u>\$4,088,001</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$1,051 <u>\$735,840</u>
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$60.00 per FTE per week	<u>\$15.26</u> <u>\$10,683,682</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$1.22 <u>\$854,695</u>
Total Direct Annual Tax Revenue		
24)	\$15.97	<u>\$11,175,513</u>

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 16 - Combined Land Uses - Poplar Point
ECONOMIC IMPACT SUMMARY - \$2013**

See Tables 18-22

Direct Annual District Tax Revenue

		<u>taxable value</u>	<u>square feet</u>	<u>RE tax</u>	<u>total</u>
1) Real Estate Tax	FBI office	\$1,207,500,000	2,100,000	\$22,332,750	
	other office	\$230,000,000	400,000	\$4,249,000	
	retail	\$40,500,000	100,000	\$743,250	
	residential condominiums	\$127,125,000	450,000	\$1,080,563	
	mod priced condo	\$0	0	\$0	
	rental apartments	\$109,012,500	525,000	\$926,606	
	mod priced rental	\$0	0	\$0	
	total	\$1,714,137,500	3,575,000		\$29,332,169
	<hr/>				
2) Retail Space Direct Tax (non-real estate)		<u>taxable sales</u>		<u>DC retail related tax</u>	
	general retail	\$27,600,000		\$1,698,428	
	restaurant	\$7,360,000		\$637,377	
	total	\$34,960,000			\$2,335,805
<hr/>					
3) Parking Tax		<u>taxable revenues</u>		<u>DC parking tax</u>	
	FBI office	\$15,330,001		\$2,759,400	
	other office	\$3,504,001		\$630,720	
	retail	\$0		\$0	
	total	\$18,834,002			\$3,390,120
<hr/>					
4) Employee Related Sales Tax Revenue		<u>taxable sales</u>		<u>DC retail related tax</u>	
	FBI office	\$22,994,571		\$1,839,566	
	other office	\$5,108,268		\$408,661	
	retail	\$756,600		\$60,528	
	total	\$23,751,171			\$2,308,755
<hr/>					
5) DC Resident Income Tax		<u>total potential</u>		<u>DC income tax</u>	
	residential condominiums	\$2,077,500		\$1,794,960	
	mod priced condo	\$0		\$0	
	rental apartments	\$1,991,700		\$1,608,298	
	mod priced rental	\$0		\$0	
total	\$4,069,200			\$3,403,258	
<hr/>					
6) DC Resident Retail Expenditures		<u>total potential taxable sales</u>		<u>DC retail related tax</u>	
	residential condominiums	\$12,096,000		\$544,320	
	mod priced condo	\$0		\$0	
	rental apartments	\$12,927,600		\$581,742	
	mod priced rental	\$0		\$0	
total	\$25,023,600			\$1,126,062	
<hr/>					
7) Other DC Related Taxes and Fees	FBI office			\$1,050,000	
	other office			\$787,097	
	residential condominiums			\$181,440	
	mod priced condo			\$0	
	rental apartments			\$193,914	
	mod priced rental			\$0	
	total				\$2,212,451
<hr/>					
8) Recurring Condo Resale Transfer Fees	residential condominiums			\$242,550	
	mod priced condo			\$0	
					\$242,550
<hr/>					
Total Direct Annual DC Tax Revenue					\$44,351,170
<hr/>					
10) Total Direct Annual Tax Revenue By Use				<u>DC taxes</u>	
	FBI office			\$27,981,716	\$27,981,716
	other office			\$6,075,479	
	retail			\$3,139,583	
	residential condominiums			\$3,843,833	
	mod priced condo			\$0	
	rental apartments			\$3,310,560	
	mod priced rental			\$0	
	total non-FBI office components			\$16,369,455	\$16,369,455
	Total Direct Annual DC Tax Revenue				\$44,351,170

**Table 17 - Combined Land Uses - Poplar Point
ECONOMIC IMPACT SUMMARY - \$2013**

1) Project Related Residents	<i>total</i>	<i>DC residents</i>							
residential condominiums	720	90%	648						
mod priced condo	0	100%	0						
rental apartments	1,069	85%	908						
mod priced rental	0	100%	0						
total	1,789		1,556						
2) Project Employment (FTE jobs)	<i>DC jobs</i>	<i>DC residents</i>	<i>income</i>	<i>total income</i>	<i>avg. total tax (a)</i>	<i>off-site</i>	<i>total DC tax</i>		
FBI office	11,055	15%	1,658	\$95,000	\$157,534,918	9.5%	\$9,025	95%	\$14,217,526
office	1,949	25%	487	\$80,000	\$38,974,369	9.0%	\$7,200	95%	\$3,332,309
retail	312	35%	109	\$45,000	\$4,912,500	7.0%	\$3,150	98%	\$336,998
parking	27	35%	10	\$45,000	\$432,000	7.0%	\$3,150	98%	\$29,635
Residential (one job / 30 units)	42	35%	15	\$75,000	\$1,093,750	9.0%	\$6,750	98%	\$96,469
Total Permanent FTE Jobs	13,385		2,279	\$89,059	\$202,947,537	8.9%	\$7,905		\$18,012,936
Temporary Construction FTE Jobs (b)	1,569	25%	392	\$58,000	\$22,750,000	8.0%	\$4,640	100%	\$5,460,000
Total FTE Jobs	14,954		2,671						(over 3 yrs)

(a) Combined income and other DC taxes paid by local residents, including real property taxes on residences, local sales taxes and fees.

(b) FBI only: construction employment: \$682,500,000 construction cost x 40% direct labor divided by \$58,000 average annual income, equalling 4,700 person divided by 3 years for project completion, realizing an annual average of 1,569 full time equivalent construction jobs.

NAPA / Bolan Smart Associates, Inc. (06/13)

Table 18.a - Office (Privately Owned)
Consolidated FBI Use at Poplar Point
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description	Direct Project Full Time Employment (a)
1) General Office 2,100,000 rsf	180 sf per office job
2) Retail (see retail) 0	<u>11,055</u> office jobs
3) Total Building Area 2,100,000 rsf	0 parking space / parking job
4) Parking 4,200 spaces	0 parking jobs
5)	11,055 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$575.00	\$1,207,500,000
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$575.00 \$1,207,500,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$10.64 <u>\$22,332,750</u>
11) Total Real Estate Tax Revenue	\$10.64	<u>\$22,332,750</u>
Private Sector Office Direct Tax	one sf	total sf
12) Taxable Gross Revenues	\$0 per employee	\$0.00 \$0
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$0.00</u> <u>\$0</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$0 per employee	<u>\$0.00</u> <u>\$0</u>
15) Business Personal Property Tax	\$0.00 per \$100 > \$50K / 10K sf	\$0.00 \$0
16) Other Operating Taxes and Fees (b)	\$0.50 per sf	<u>\$0.50</u> <u>\$1,050,000</u>
17) Total General Office Related Taxes	<u>\$0.50</u>	<u>\$1,050,000</u>
18) DC Private Office Tax Capture	100.0% net DC revenues (c)	\$0.50 <u>\$1,050,000</u>
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$10.00 per space per day	
20)	\$3,650 per space per year	<u>\$3,650</u> <u>\$15,330,001</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$657 <u>\$2,759,400</u>
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$40.00 per FTE per week	<u>\$10.95</u> <u>\$22,994,571</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$0.88 <u>\$1,839,566</u>
Total Direct Annual Tax Revenue		
24)	\$13.32	<u>\$27,981,716</u>

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.
(c) While the majority of office tenants will relocate from other DC bldgs, some new, and all vacated space ultimately filled by new employment.

Table 18.b - Office (Publicly Owned)
Consolidated FBI Use at Poplar Point
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S

Project Description	Direct Project Full Time Employment (a)
1) General Office 2,100,000 rsf	180 sf per office job
2) Retail (see retail) 0	<u>11,055</u> office jobs
3) Total Building Area 2,100,000 rsf	0 parking space / parking job
4) Parking 4,200 spaces	0 parking jobs
5)	11,055 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$0.00	\$0
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$0
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	<u>\$0</u>
11) Total Real Estate Tax Revenue	\$0.00	\$0
Private Sector Office Direct Tax	one sf	total sf
12) Taxable Gross Revenues	\$0 per employee	\$0
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$0</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$0 per employee	<u>\$0</u>
15) Business Personal Property Tax	\$0.00 per \$100 > \$50K / 10K sf	\$0
16) Other Operating Taxes and Fees (b)	\$0.30 per sf	<u>\$0.30</u> \$630,000
17) Total General Office Related Taxes	<u>\$0.30</u>	\$630,000
18) DC Private Office Tax Capture	100.0% net DC revenues (c)	\$0.30 \$630,000
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$0.00 per space per day	
20)	\$0 per space per year	<u>\$0</u> <u>\$0</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$0 \$0
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$40.00 per FTE per week	<u>\$10.95</u> <u>\$22,994,571</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$0.88 \$1,839,566
Total Direct Annual Tax Revenue		
24)	\$1.18	\$2,469,566

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.
(c) While the majority of office tenants will relocate from other DC bldgs, some new, and all vacated space ultimately filled by new employment.

**Table 19 - Office
Poplar Point non-FBI
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description		Direct Project Full Time Employment (a)
1) General Office	400,000 gsf	195 sf per office job
2) Retail (see retail)	0 gsf	<u>1,949</u> office jobs
3) Total Building Area	400,000 gsf	50 parking space / parking job
4) Parking	800 spaces	<u>16</u> parking jobs
5)		1,965 total jobs

Building / Parking		
	one sf	total sf
Real Estate Tax		
6) General Office Real Estate Value	\$575.00	\$230,000,000
7) Retail Real Estate Value (see retail)	\$0.00	\$0
8) Parking (included above)		<u>NA</u>
9) Total Taxable Real Estate Value (assessment)	100.00% of value	\$575.00 \$230,000,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$10.64 <u>\$4,249,000</u>
11) Total Real Estate Tax Revenue	\$10.64	<u>\$4,249,000</u>
Private Sector Office Direct Tax (50% private occupancy)	one sf	total sf
12) Taxable Gross Revenues (adjusted for 5% vacancy)	\$140,000 per employee	\$341.03 \$136,410,256
13) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$1.36</u> <u>\$544,277</u>
14) Business Personal Property (adjusted for 5% vacancy)	\$2,500 per employee	<u>\$6.09</u> <u>\$2,435,897</u>
15) Business Personal Property Tax	\$3.40 per \$100 > \$50K / 10K sf	\$0.04 \$14,821
16) Other Operating Taxes and Fees (b)	\$0.60 per sf	<u>\$0.57</u> <u>\$228,000</u>
17) Total General Office Related Taxes		<u>\$1.97</u> <u>\$787,097</u>
18) DC Private Office Tax Capture	100.0% net DC revenues	\$1.97 <u>\$787,097</u>
Parking (office day, retail & cultural other times)	one space	total spaces
19) Parking Income	\$12.00 per space per day	
20)	\$4,380 per space per year	<u>\$4,380</u> <u>\$3,504,001</u>
21) DC Parking Revenue Tax	18.0% of gross revenue	\$788 <u>\$630,720</u>
Employee Related Sales Tax Revenue	one sf	total sf
22) FTE Employee Retail Expenditures Subject to Sales Tax	\$50.00 per FTE per week	<u>\$12.77</u> <u>\$5,108,268</u>
23) Employee Related Sales Tax	8.0% mostly meals	\$1.02 <u>\$408,661</u>
Total Direct Annual Tax Revenue		
24)	\$15.19	<u>\$6,075,479</u>

Notes:
(a) FTE is full time equivalent employee, assumed at 40 hours per week.
(b) Operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 20 - Retail
Poplar Point
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - \$2013**

Project Description		Direct Project Full Time Employment (a)	
1) General Retail	80,000 sf	350 sf/job	229 jobs
2) Restaurant	<u>20,000</u> sf	240 sf/job	<u>83</u> jobs
3) Total Retail	100,000 sf (gla)		312 jobs
4) Parking	400 spaces	35 spaces/job	<u>11</u> jobs
5)			323 total jobs

Real Estate Tax

Building / Parking			
		one sf	total sf
6) General Retail Real Estate Value		\$400.00	\$32,000,000
7) Restaurant Real Estate Value		\$425.00	\$8,500,000
8) Parking (included above)			NA
9) Total Taxable Real Estate Value (assessment)	100.00% of assessment	\$405.00	\$40,500,000
10) Real Estate Tax Revenue (1.65% rate on first \$3.0M of value)	1.85% commercial tax rate	\$7.49	<u>\$743,250</u>
11) Total Real Estate Tax Revenue		\$7.49	<u>\$743,250</u>

General Retail Direct Tax Revenues

		one sf	total sf
12) Taxable Sales (adjusted for 8% vacancy)	\$375 per sf	\$345.00	\$27,600,000
13) DC Average Applicable Sales Tax	6.00%	<u>\$20.70</u>	<u>\$1,656,000</u>
14) Sales Tax	85.0% net of on-site consumers	\$17.60	\$1,407,600
15) DC Corporate Tax	9.975% on 4% profit on gross	<u>\$1.38</u>	<u>\$110,124</u>
16) Business Personal Property	\$60.00 FF&E per sf	<u>\$55.20</u>	<u>\$4,416,000</u>
17) Business Personal Property Tax (b)	\$3.40 per \$100 > \$50K / 3.0K sf	\$1.71	\$136,544
18) Other Operating Taxes and Fees (c)	\$0.60 per sf	<u>\$0.55</u>	<u>\$44,160</u>
19) Total General Retail Related Taxes		<u>\$21.23</u>	<u>\$1,698,428</u>
20) General Retail Related DC Tax Capture	100.0% net DC sales	\$21.23	<u>\$1,698,428</u>

Restaurant / Bar Direct Tax Revenues

		one sf	total sf
21) Taxable Sales (adjusted for 8% vacancy)	\$400 per sf	\$368.00	\$7,360,000
22) DC Average Applicable Sales Tax	10.0% incl. 1% conv center rate	<u>\$36.80</u>	<u>\$736,000</u>
23) Sales Tax	75.0% net of on-site consumers	\$27.60	\$552,000
24) DC Corporate Tax	9.975% on 4% profit on gross	\$1.47	\$29,366
25) Business Personal Property	\$90.00 FF&E per sf	<u>\$82.80</u>	<u>\$1,656,000</u>
26) Business Personal Property Tax (b)	\$3.40 per \$100 > \$50K / 3.0K sf	\$2.25	\$44,971
27) Other Operating Taxes and Fees (c)	\$0.60 per sf	<u>\$0.55</u>	<u>\$11,040</u>
28) Total Restaurant Related Taxes		<u>\$31.87</u>	<u>\$637,377</u>
29) Restaurant Related DC Tax Capture	100.0% net DC sales	\$31.87	<u>\$637,377</u>

Parking

		one space	total spaces
30) Parking Income	\$0.00 per space per day		
31)	\$0 per space per year	<u>\$0</u>	<u>\$0</u>
32) DC Parking Revenue Tax	18.0% of gross revenue	\$0	<u>\$0</u>

Employee Related Sales Tax Revenue

		one sf	total sf
33) FTE Employee Retail Expenditures Subject to Sales Tax	\$45.00 per FTE per week	<u>\$7.57</u>	<u>\$756,600</u>
34) Employee Related Sales Tax	8.0% mostly meals	\$0.61	<u>\$60,528</u>

Total Direct Annual Tax Revenue

35)		\$31.40	<u>\$3,139,583</u>
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Notes:

- (a) FTE is full time equivalent employee, assumed at 40 hours per week.
- (b) \$50k exemption per business.
- (c) Operations purchases, utility and telecommunications fees, other business license fees and charges.

**Table 21 - Residential Condominiums
Poplar Point
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description		Project Related DC Residents
1) Condominiums	500 units	1.5 persons / unit
2) Market Component	100.0%	<u>480</u> occupied units
3) Market Units	500 units	720 total residents
4) Average Size	<u>900</u> sf (net saleable area)	<u>100.0%</u> net residents
5) Total Saleable SF	450,000 sf 517,500 gsf	720 DC residents

Real Estate Tax

6) Condominium Real Estate Value (including parking)	\$350.00	\$157,500,000
7) DC Homestead Exemption	(\$67.50)	(\$30,375,000)
8) Seniors Exemption		<u>\$0</u>
9) Taxable Residential Real Estate Value (assessment)	\$282.50	\$127,125,000
10) Parking (included above)		<u>NA</u>
11) Total Taxable Real Estate Value	100.0% of assessment	\$282.50 \$127,125,000
12) Residential Real Estate Tax	0.85% residential tax rate	\$2.40 \$1,080,563
13) Total Real Estate Tax Revenue		\$2.40 \$1,080,563

Residential Direct Tax Revenues

	one unit	total units
14) Average Unit Value	\$350.00 per sf	\$315,000 \$157,500,000
15) Required Gross HH Income	25.0% multiple of unit value	\$78,750 \$39,375,000
16) Taxable Income	80.0% of gross	\$63,000 \$31,500,000
17) Initial DC Income Tax	\$40,000 of initial taxable income	\$2,200 \$1,100,000
18) Additional DC Income Tax	8.5% DC tax rate over initial	<u>\$1,955</u> <u>\$977,500</u>
19) Total Potential DC Income Taxes	\$4,155	\$2,077,500
20) Income Taxes Adjusted for Average Occupancy	96.0% occupancy	\$3,989 \$1,994,400
21) Potential DC Residents	90.0% of residents pay income taxes	<u>\$3,590</u> <u>\$1,794,960</u>
22) Income Tax Revenue Adjusted for Resident Status	100.0% residents	\$3,590 \$1,794,960
23) New Resident Retail Expenditures Subject to Sales Tax	40.0% of taxable income	\$24,192 \$12,096,000
24) District of Columbia Resident Sales Capture	60.0% of expenditures	<u>\$14,515</u> <u>\$7,257,600</u>
25) DC Average Applicable Sales Tax (a)	7.5% blend of categories	\$1,089 \$544,320
26) Other Resident Related Use Taxes and Fees (b)	0.6% of taxable income	\$363 \$181,440
27) Personal Property Tax		\$0
28) Total Residential Direct Tax Revenues	\$5,041	\$2,520,720
Recurring Property Resale Transfer Fees		
29) Annual Re-sales Related Taxes (2.2% combined fees)	7.0% annual unit turnover	\$0.54 \$242,550
30) Annual Refinance Deed Recordation Taxes		not calculated
Parking (included with unit purchase)		
Total Direct Annual Tax Revenue		
31)	\$8.54	\$3,843,833

Notes:

- (a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.
(b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

**Table 22 - Rental Apartments
Poplar Point
ANNUAL DIRECT DC TAX REVENUE NET OF MULTIPLIERS - 2013S**

Project Description		Project Related DC Residents
1) Total Apartments	750 units	1.5 persons / unit
2) Market Rate Component	100.0%	<u>713</u> occupied units
3) Market Rate Apartments	750 units	1,069 total residents
4) Average Apartment Size	<u>700</u> sf (net rentable area)	<u>100.0%</u> net residents
5) Apartment RSF	525,000 sf 603,750 gsf	1,069 DC residents

	Building / Parking	
	one sf	total sf
Real Estate Tax		
6) Apartment Real Estate Value	\$230.71	\$121,125,000
7) Parking (included above)		NA
8) Real Estate Assessment	90.0% of value	\$207.64 \$109,012,500
9) Residential Real Estate Tax	0.85% residential tax rate	\$1.76 \$926,606
10) Total Real Estate Tax Revenue	\$1.76	\$926,606
Residential Direct Tax Revenues		
	one unit	total units
11) Monthly Rent (including parking)	\$2.25 per sf	\$1,575 \$1,181,250
12) Minimum Required Gross Household Income	300.0% multiple of rent	\$56,700 \$42,525,000
13) Taxable Income	80.0% of gross	\$45,360 \$34,020,000
14) Initial DC Income Tax	\$40,000 of initial taxable income	\$2,200 \$1,650,000
15) Additional DC Income Tax	8.5% DC tax rate over initial	<u>\$456</u> <u>\$341,700</u>
16) Total Potential DC Income Taxes	\$2,656	\$1,991,700
17) Income Taxes Adjusted for Average Occupancy	95.0% occupancy	\$2,523 \$1,892,115
18) Potential DC Residents	85.0% of residents pay income taxes	<u>\$2,144</u> <u>\$1,608,298</u>
19) Income Tax Revenue Adjusted for Resident Status	100.0% residents	\$2,144 \$1,608,298
20) New Resident Retail Expenditures Subject to Sales Tax	40.0% of taxable income	\$17,237 \$12,927,600
21) District of Columbia Resident Sales Capture	60.0% of expenditures	<u>\$10,342</u> <u>\$7,756,560</u>
22) DC Average Applicable Sales Tax (a)	7.5% blend of categories	\$776 \$581,742
23) Other Resident Related Use Taxes and Fees (b)	0.6% of taxable income	\$259 \$193,914
24) Personal Property Tax (not applicable)		NA
25) Total Residential Direct Tax Revenues	\$3,179	\$2,383,954
Parking (tax not applicable on residential parking)		
Total Direct Annual Tax Revenue		
26)	\$6.31	\$3,310,560

Notes:

- (a) Based on blend of sales tax on general goods and services and DC retained sales tax on restaurant related sales.
- (b) Building operations purchases, resident DMV fees, utility and telecommunications fees, other licensing fees and charges.

**Table 23 – FBI Scenarios
DISTRICT OF COLUMBIA ONE-TIME REVENUE IMPACT - \$2013**

JEH Site

One-time District Fees:

building permits	\$1,500,000
deed recordation (a)	\$7,150,000
construction loan and mortgage recordation (b)	\$0
condo purchasers deed recordation (c)	\$3,600,000
condo unit sales transfer taxes (c)	\$3,600,000
pre-delivery real estate taxes	<u>not considered</u>
total District one-time fees	\$15,850,000

Notes:

- (a) estimated assuming an initial land value of \$500 million net of for sale condominium land (1.97M gsf x \$250 / average gsf) multiplied by 1.45%
- (b) all equity initially financing assumed, though later stage mortgage financing is possible / probable
- (c) \$250 million condo sales multiplied by 1.45%

Construction Materials Sales Tax Revenue:

\$750,000,000 construction cost x 55% materials cost x 75% DC taxed at 6.00% sales tax rate = \$18,500,000 in one-time construction materials DC sales tax.

Construction Related DC Resident Taxes:

	<u>DC jobs</u>	<u>DC residents</u>	<u>income</u>	<u>total income</u>	<u>avg. total tax (a)</u>	<u>off-site</u>	<u>total DC tax</u>
FTE Jobs (b)	1,718	25% 430	\$58,000	\$24,916,667	8.00% \$4,640	100%	\$5,980,000

- (a) combined income and other DC taxes paid by local residents, including real property taxes on residences, local sales taxes and fees. (see Table 6)
- (b) see Table 6

Poplar Point – FBI only

One-time District Fees:

building permits	\$1,300,000
deed recordation (a)	NA
construction loan and mortgage recordation (b)	\$0
pre-delivery real estate taxes	<u>not considered</u>
total District one-time fees	\$1,300,000

Notes:

- (a) long term ground lease held by GSA
- (b) all equity initially financing assumed, though later stage mortgage financing is possible / probable

Construction Materials Sales Tax Revenue:

\$682,500,000 construction cost x 55% materials cost x 75% DC taxed at 6.00% sales tax rate = \$17,000,000 in one-time construction materials DC sales tax.

Construction Related DC Resident Taxes:

	<u>DC jobs</u>	<u>DC residents</u>	<u>income</u>	<u>total income</u>	<u>avg. total tax (a)</u>	<u>off-site</u>	<u>total DC tax</u>
FTE Jobs (b)	1,569	25% 392	\$58,000	\$22,750,000	8.00% \$4,640	100%	\$5,460,000

- (a) combined income and other DC taxes paid by local residents, including real property taxes on residences, local sales taxes and fees. (see Table 17)
- (b) see Table 17

Appendix D: Contact List

COUNCIL OF THE DISTRICT OF COLUMBIA

Mendelson, Phil—Chairman

Evans, Jack—Member, Ward 2

Barry, Marion—Member, Ward 8

Stogner, Kevin—General Counsel, Councilmember Ward 2

Jacobs, Jessica—Legislative Counsel

Lindsay, Charles—Special Assistant for Economic Development, Office of Councilmember Marion Berry

DISTRICT OF COLUMBIA OFFICE OF THE CHIEF FINANCIAL OFFICER

Gandhi, Natwar—Chief Financial Officer

Ross, John—Senior Advisor and Director, Economic Development Finance

Lee, Fitzroy—Deputy Chief Financial Officer and Chief Economist, Office of Revenue Analysis

Keeler, Betsy—Deputy Director, Economic Development Finance

Swaim, Stephen—Financial Economist, Office of Revenue Analysis

Freis, Deborah—Senior Policy Analyst, Economic Development Finance

Pollitt Paisner, Elizabeth—Senior Policy Analyst, Economic Development Finance

Batra, Radhika—Policy Analyst, Economic Development Finance

DISTRICT OF COLUMBIA OFFICE OF PLANNING

Tregoning, Harriet—Director

Gabriel, Tracy Sayegh—Deputy Director, Neighborhood Planning

**DISTRICT OF COLUMBIA OFFICE OF THE DEPUTY MAYOR
PLANNING AND ECONOMIC DEVELOPMENT**

Hoskins, Victor—Deputy Mayor

Kenner, Brian—Chief of Staff

Miller, Jeff—Director of Real Estate Development

Shah, Nimita—Project Manager

CONGRESSIONAL STAKEHOLDERS

Doomes, Elliot—Counsel, Economic Development, Public Buildings and Emergency Management Subcommittee, US House of Representatives, Transportation and Infrastructure Committee.

OTHER PUBLIC-RELATED STAKEHOLDERS

Clinton, Kevin—Chief Operating Officer, Federal City Council

LeBlanc, Karyn—Director of Communications, Downtown D.C. Bid

Miller, Elizabeth—Senior Urban Planner, National Capital Planning Commission

Saum, Christine—Director, Urban Design and Plan Review Division, National Capital Planning Commission

Widdicombe, Gerry—Director of Economic Development, Downtown D.C. Bid

Williams, Anthony—Chief Executive Officer and Executive Director, Federal City Council

OTHER RESOURCES

Various other individual interviews.

Appendix E: Summary of Interviews Organized by Topic

The Academy and BSA conducted several interviews with members of the development community, business organizations, and federal and local government agencies to understand their perspectives on the project tasks. The FBI and GSA declined requests to be interviewed.

There was a spectrum of opinions, with some topics garnering complete agreement and others provoking opposing opinions. This summary outlines what the Study Team deemed to be key points made during these interviews, all of which were conducted as off-the-record and not-for-attribution.

Relocation of FBI Headquarters and Redevelopment of the Current FBI Headquarters

There is universal agreement that the FBI Headquarters will move and the Pennsylvania Avenue site will be redeveloped for private use. The current site detracts from the community's envisioned improvements of Pennsylvania Avenue plan, creating a space that separates the west and east ends of the business district. The lack of ground floor retail and the architectural design were often mentioned as creating a negative impression of this stretch of a heavily travelled portion of the downtown core. Conversely, this site is viewed as potentially extremely valuable real estate. If properly developed, it could enhance the downtown residential, office and tourist experience, and play a large role in improving neighboring property values. Many comparisons were made to the current CityCenterDC project and the development of the Verizon Center as possible benchmarks for how this major redevelopment might positively impact the District.

Many interviewees discussed the zoning requirements of a new private redevelopment of the FBI Headquarters site and believed that there are opportunities to increase the taxable revenue if the current zoning is reexamined. Current street setbacks, the reopening or repurposing of the D Street portion of the site, and the height limit, are all areas where District government has some flexibility to improve the "highest and best use" concept for redevelopment.

While all interviewees believe privatizing the current FBI Headquarters site will add revenue to the District, there are varying opinions on the net impact.

Relocation of FBI Headquarters to Poplar Point

The benefit to the District of consolidation of the FBI Headquarters within city limits is much less clear, according to interviews. Several interviewees supported the Poplar Point site by viewing the creation of the FBI Headquarters at this location as a catalyst for the neighborhood development. In 2006 the federal government agreed (via Congressional legislation) to turn Poplar Point over to the District. Since that time, private development plans have stalled. The appearance of a landmark tenant can invigorate the location and spur additional private development of retail, housing and office space – initially to support FBI personnel – and over the long term to create a self-sustaining community in an underserved area. Similar federal government development, such

as the Alcohol, Tobacco and Firearms Agency and Department of Transportation headquarters were cited as examples of how federal development has changed neighborhoods in other parts of the city.

Poplar Point was not the only site in the District mentioned as a viable location for the FBI. Several interviewees concluded that Buzzard Point, St. Elizabeth's Campus, and even the Walter Reed Hospital locations are options. However, given the proximity to Metro Rail, a sizeable and underused existing parking structure at the (Anacostia) Metro station, natural security created by the river and highways, and existing highway infrastructure to support the flow of traffic, most interviewees deemed Poplar Point as the most viable city alternative.

Poplar Point has several barriers to becoming a future home to the FBI. First, and most prominent, is the relocation of National Park Service and Park Police structures off of the site, a prerequisite to transferring the land from the federal government to the District. Second, significant environmental remediation will need to occur to make the site useable. While these barriers are significant, neither factor was deemed impossible for the District or a public-private partnership to manage. The baseball stadium, Nationals Park, was often cited as an example of how a public-private partnership has succeeded in accomplishing these tasks.

The benefit of the FBI building in this location also elicited a divided response. Some interviewees believe that the FBI will not benefit the city or Ward 8. The opinion is that most FBI Headquarters employees will commute to the location from outside of the local neighborhood. This residential pattern is amplified with the high security requirements of the agency and the vertical integration of services that is anticipated to be housed within the compound, and in sum will create a physical presence that has minimal benefits to the surrounding neighborhood. This "compound" additionally will remove 10 acres or more of land that could otherwise be purposed for private, taxable development.

Appendix F: Panel/Study Team

PANEL

Donald J. Borut, *Chair**—Former Executive Director, National League of Cities. Associate Director and Deputy Executive Director, International City/County Management Association. Former Positions with City of Ann Arbor, Michigan: Assistant to City Administrator; Assistant City Administrator.

Michael C. Rogers*—Vice President for Institutional Advancement at the University of the District of Columbia. Former Vice Chairman and Chief Executive Officer, DC Healthcare System, Inc.; Executive Vice President, Corporate Services, MedStar Health; Executive Director, Metropolitan Washington Council of Governments; City Administrator/Deputy Mayor for Operations, Government of the District of Columbia; Director, Minority Business Development Agency, U.S. Department of Commerce; Director, Mayor's Office of Contracts and City Chief Procurement Officer, City of New York; Vice President, Municipal Services, and Executive Director, Jacob Javits Convention Center of New York, Ogden Services Corporation.

Regina V.K. Williams*—Former City Manager, City of Norfolk, Virginia. City Manager and Assistant City Manager, City of San Jose, California; Senior Deputy City Manager and Chief of Staff, City of Richmond, Virginia; Director of Personnel and Training, Commonwealth of Virginia; Director of Personnel, City of Richmond, Virginia.

**Academy Fellow*

STUDY TEAM

Eric Smart, *Managing Principal*—Mr. Smart is a founding principal of Bolan Smart Associates, Inc., a metropolitan Washington DC based full service real estate consulting firm. Prior to that, he was Vice President and Manager of the Washington office of Leggat McCall Advisors, Inc., which was acquired in 1990 to form Bolan Smart Associates. He has over twenty-five years of diversified experience in planning and development practice, with expertise in marketability, valuation, financial analysis, negotiations and strategic planning. He was a member of the University of Maryland University College Real Estate Advisory Board and was Chairperson of the Urban Land Institute's District Council for the Washington, DC area for four years. Mr. Smart taught as an adjunct professor in the Master of Science in Real Estate program at Johns Hopkins and is currently affiliated with the graduate real estate program at Georgetown University. Mr. Smart holds a BA in Economics from University of Toronto and a Masters of Urban & Regional Planning from Virginia Polytechnic and State University.

Roger Kodat, *Senior Project Coordinator*—Mr. Kodat is a financial professional and Principal of The Kodat Group LLC, with offices in Herndon, VA. He brings 20 years of commercial and investment banking experience with JPMorganChase, both in the US and Europe. He was appointed by President George W. Bush in 2001 to serve as Deputy Assistant Secretary of Treasury, responsible for Federal Financial Policy. Some of his tasks at Treasury during six years in office included: rule-making and oversight of Federal loan and loan guarantee programs; managing the Federal Financing Bank (a \$32 billion bank at that time); and preparing legislation to reform the US Postal Service. Mr. Kodat holds a BS in Education from Northwestern University and both an MBA in Finance and MA in Political Science from Indiana University.

Pamela DuBois, *Asset and Community Services Director*—Ms. DuBois joined Bolan Smart Associates in December 1999 having spent nine years as a consultant for the E&Y Kenneth Leventhal Real Estate Group (original employer, Kenneth Leventhal, was acquired by Ernst & Young LLP in 1995). Ms. DuBois has experience which includes acquisition / disposition due diligence, strategic planning, market feasibility, asset and portfolio analysis and valuation. Ms. DuBois served on the executive committee for the DC Chapter of Commercial Real Estate Women for several years and is currently Co-Chair of Case Study Programs for ULI's District Chapter and is a member of the Executive Committee. Ms. DuBois holds a BA in International Relations from Mt. Holyoke College and an MBA from the George Washington University.

Amit Magdieli, *Senior Advisor*— Mr. Magdieli serves as the Senior Advisor to the President of the National Academy of Public Administration focusing on strategy, financial management and human resource solutions to improve the effectiveness of government. Prior to this, Mr. Magdieli served as an appointee in the Obama Administration as the Chief of Staff and Senior Advisor to the Department of Labor, Veterans Employment and Training Service. Mr. Magdieli also spent 10 years at IBM and PricewaterhouseCoopers LLP focused on developing innovative solutions to government's most complex challenges. Mr. Magdieli holds a BA from Emory University and an MBA from Johns Hopkins University.

Jonathan Wigginton, *Research Associate*—Mr. Wigginton joined in the Academy in the Spring of 2012 after having spent time as a research volunteer at the Smithsonian Institution's National Museum of American History. While at the Academy, Jonathan has worked on a number of studies and projects including the United States Postal Reform Study and the *Memos to National Leaders* project. Mr. Wigginton holds a BA in History from the University of Mary Washington.

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Source: NBC Washington,

<http://www.nbcwashington.com/blogs/first-read-dmv/Entire-Maryland-Congressional-Delegation-Supports-an-FBI-Move-to-Prince-Georges-County-202517031.html>



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