

CRAIG MARLATT

Executive Vice President

Craig Marlatt has over 25 years of diverse construction, real estate development, and business contracting experience, and has been the Business Development Executive for over \$1.4 Billion of construction over the last 18 years. He serves as Executive Vice President, Partner, and is in charge of overall Business Development and the Real Estate Development Division of Ross Wilson & Associates Inc.

He began his construction career in the field as a laborer, working through many positions in the construction industry, including ironworker, mason, and carpenter positions while attending college. He worked for a civil construction pipeline installation contractor as a quality control supervisor for the addition and renovations to the City of Tampa, Florida's water distribution system.

Mr. Marlatt worked for over 5 years for a Northeastern United States, Design Build, Civil/General Contractor, specializing in infrastructure, bridge and foundation construction projects. He was trained as a specifications writer and preconstruction manager and later promoted to Director of Marketing and Project Development.

During his tenure with this firm, he inspected over one hundred structures for structural and functional deficiencies. He developed a "Turnkey" program management and project delivery program for the state of Connecticut's "Local Bridge Program, to promote value engineering and design efficiencies, saving numerous municipalities thousands of dollars on their bridge programs, while staying compliant with the state mandates for improvement.

Mr. Marlatt has also worked for a top 5 National Construction Management Firm (Lehrer, McGovern Bovis) as a Vice President for over 8 years. The majority of his experience was in publicly funded major construction projects, where he was in charge of business development, preconstruction planning, and project administration. He secured the first correctional facility projects in the firm's history, going on to build it into a Justice Facilities Division, with over one dozen judicial and correctional clients in the firm's portfolio. As a result of his project development success, he was often called upon to assist other offices proposal and presentation efforts to secure major commercial, correctional and public projects throughout the country. Additional

projects included major real estate development initiatives, hospitals, office buildings and major civic facilities.

Professional Experience: Ross Wilson & Associates 1993–Present

Morningside Estates, Ellicottville, New York

\$35 Million

Real Estate Development and Construction Services

Provided site acquisition, structured financing and pre-development planning services for a 52 unit exclusive townhouse development located on Route 219 in Ellicottville, New York. Each unit will be 3,500 square feet and include three bedrooms, three baths, great room, loft, kitchen and one car garage. Site amenities are to include access drives, parking areas and landscaped space. Construction is underway.

Altmar Parish Williamstown Central School District

\$34.8 Million

The Altmar–Parish–Williamstown CSD program consists of the renovation of all 5 school buildings, upgrading the athletic facilities and the water treatment plant. The High and the Middle school will have additions constructed. All 5 buildings will have the mechanical, electrical and plumbing systems upgraded, as well as district wide security system improvements. The construction program will also address renovations of gymnasium spaces, window replacements, and kitchen and auditorium expansions. Additionally, the Transportation Facility will have a Bus Maintenance Bay and Bus wash system constructed as well as Emergency communications systems installed. The Athletics Department will have the track resurfaced and portable bleachers will be purchased.–Two of the buildings will have partial roof replacements.

Nationwide Real Estate Consulting Services,

\$310M Fee

Veterans Administration, Washington D.C.

Project Development Executive

Mr. Marlatt was responsible for structuring the team and transaction for S & S Construction Services(as Prime) and is part of a joint venture with Ross Wilson & Associates, Inc. in support of the Department of Veterans Affairs to provide technical, financial and legal support for Property Reuse/Redevelopment Plans and Enhanced Use leasing strategies nationwide. The joint venture is comprised of proven finance, construction and development services specialists and consists of S&S Construction Services (SDVOSB), Ross Wilson & Associates, American Commercial Group (SDVOSB),

with sub consultants: AES Environmental (SDVOSB), Ames Corporation (SDVOSB), Jones Lang LaSalle, The Metis Group LLC (SDVOSB) and Tetra Tech. The proposal was successful because the team is uniquely positioned and has the local market knowledge on a nationwide basis and experience needed to professionally advise the VA. Our understanding of the local market conditions strengthened the quality of our analyses as we are able to leverage our previous experiences and, as appropriate, industry contacts among potential development, property management and investment firms, to assess potential interest in the VA sites.

Many of the VA facilities are historic properties or eligible to be listed as historic. We have experience using the Secretary of the Interior’s Standards for Treatment of Historic Properties when estimating costs for renovation and rehabilitation of historic properties. We also understand how federal and local tax credits are valued, modeled and sold in the secondary market. In evaluating EUL opportunities, we are to consider the following factors:

1. The VA can lease buildings and land to private or other public entities for up to 75 years;
2. In return, the VA receives cash or “in-kind” consideration;
3. The VA can use Minor Construction money as a capital contribution to projects;
4. Conversion of under-performing property into productive assets; and
5. Utilization of third party alternative financing.

New Erie County Courthouse/Renovation of Existing Historic Courthouse ~\$70 Million

Project Development Executive

Erie County consolidated county court related functions into a new 160,000 square foot family court building in order to comply with the NYS Office of Court Administration Act of 1987. The existing historic courthouse underwent extensive renovations, while remaining occupied, and a new centralized court complex with new, state of the art court spaces was constructed. Ross Wilson provided field inspectors in mechanical, electrical and plumbing, to oversee the quality of the work and provide field documentation. Construction / Project management services were provided by two other construction management firms, one for each of the separate projects.

Rural Metro Medical Services Buffalo, New York \$4 Million

Project Development Executive

A national provider of health care services consolidated administrative office and vehicle maintenance functions into a new 30,000 square foot building in order to reduce operating costs. The existing building was renovated, and a new consolidated office building with new state of the art communications and vehicle maintenance spaces was constructed. The vehicle and maintenance areas included raising the roof structure 8 feet from existing height, installation of vehicle lift stations, exhaust systems and rooms for parts storage and offices. The administration portions include new spaces for state of the art communications systems.

North Syracuse Central School District \$110 Million

RWA was selected to provide building representation services for the District's Capital projects. RWA managed the preconstruction and construction phases, providing estimates, schedules, phasing, logistical planning, constructability reviews and value engineering during design, and supervision, scheduling, cost control, monitoring and reporting during construction. NSCSD has given us 13 separate projects since 1996.

Fulton City School District \$11 Million

RWA was selected to provide building representation services for the District's 7 separate Capital projects. RWA has provided estimates, schedules, and value engineering during the preconstruction phase; estimates, schedules, phasing, logistical planning, constructability reviews and value engineering during design; and will be providing supervision, scheduling, cost control, monitoring and reporting during construction.

Herkimer County Community College \$9.1 Million

Ross Wilson & Associates, in association with Charles A. Gaetano Construction was selected to provide construction management and site evaluation services for the County. C. A. Gaetano provided the site supervision. RWA managed the preconstruction phase, providing estimates, schedules, phasing, logistical planning, constructability reviews and value engineering during design and supervision, scheduling, cost control, monitoring and reporting during construction. Ross Wilson provided overall project management services throughout construction

Albany County Airport **\$150**
Million

Project Development Executive

The scope of the program included: construction of a new control tower, terminal and concourse areas, renovation of the existing concourse, airside equipment storage structures, AARF building, runway and taxiway reconstruction– The authority expanded the parking structures, provided for internal road and security improvements, subsurface remediation asbestos abatement and demolition of the existing terminal. Ross Wilson’s most challenging role was to develop and maintain the Master project schedule and phasing plan along with detailing the sub–project schedules. There are 22 separate projects with multiple contractors at on each project. The new terminal construction was adjacent to the existing and fully operational terminal and concourse areas, without interrupting air traffic, airline operations and passenger service or compromise security. Each phase was critical, not only to the sequencing of construction, but also to the operation of the airport.

Other Experience:

Buffalo/Fort Erie Public Bridge Authority, Peace Bridge **\$22**
Million

Project Manager

Lead Paint Abatement and New Coatings Management Contract, developed and wrote specifications in concert with the client to provide "Turnkey services" for repainting this landmark structure. The process was complicated due to the designation as an international structure, environmental concerns, and the need to keep the bridge in service as the largest international bridge crossing in the world at the time, and minimize toll (income) losses. The specifications had to comply with American, Canadian, and International standards. The specifications required the coatings manufacturer to take the lead position, and provide complete accountability and responsibility to the process. It was the first project in the nation to implement this delivery process on a structure of this magnitude.

Roswell Park Cancer Institute **\$241**
Million

Multiple Building Addition and Renovation Program

Project Development Executive

Major Modernization Program involving new construction, additions, site utility upgrades throughout the campus (22 separate building projects) including the New Main Hospital Building, a state of the art, 500,000 square foot, \$90M. facility inclusive of a clinical out patient center, radiation and radiology treatment spaces, 136 patient beds, operating suites, and laboratory areas all constructed on a fast track basis

Wayne County Jail Expansion and Renovation **\$13**
Million

Preconstruction Consultant and Business Development Executive

Project consisted of a 106-bed addition to the existing jail with renovation to the existing facility following completion of the addition. The Building was designed as remote supervision with direct visual and audio control. The concrete and masonry structure consists of two levels of cells. There are six pods each containing 18 cells. One pod is dedicated to maximum-security prisoners. A portion of the building had to be demolished without disrupting the operation of administrative offices. Change orders were 4.2% of construction cost, 2.7% were owner initiated.

Schoharie County Safety Building **\$8.3 Million**

Preconstruction Services and Business Development Executive

Performed services for construction of the new 62,000 sq. ft., 83 bed Facility. The building consists of a two story grouted masonry, precast plank structure, with 22,000 sq. ft. of space dedicated to administration areas for the sheriffs department. The facility was designed to accommodate a diverse range of inmates, including dedicated areas for maximum-security inmates. The facility utilizes primarily direct supervision. Change orders were .55% of the construction cost.

Otsego County Correctional Facility **\$6.5**
Million

Preconstruction Services and Business Development Executive

Services performed for the construction of a new 40,000 sq. ft., Public Safety Building. The one story building has masonry walls with load bearing eight inch grouted concrete blocks supporting precast plank in the detention areas. The project was completed 3% under budget, two weeks ahead of schedule and the change orders were less than .002% of the cost of construction.

Steuben County Jail **\$13.1 Million**

Preconstruction Services and Business Development Executive

Services performed for the construction of a new 96,000 sq. ft., 148 bed, direct supervision, two story grouted masonry structure. The facility contains a full service kitchen, chapel, library, and 30 medical cells for the mentally and physically impaired.

Livingston County Courthouse Renovation & New Administration Building \$13.5 Million

Preconstruction services and Business Development Executive

Services performed for both projects consisting of new construction of an 80,000 sq. ft. 4 story, steel frame and masonry structure, and the renovation of the Counties historic courthouse to comply with NYS/OCA requirements.

Oneida County Correctional Facility \$30 Million

Preconstruction Services and Business Development Executive

Services performed for the addition and renovation to the County Correctional Facility. New facility was designed around the direct supervision management concept for new generation correctional facilities.

BUSINESS DEVELOPMENT EXECUTIVE AND/OR PRECONSTRUCTION SERVICES FOR THE FOLLOWING CLIENTS:

Japan Airlines Terminal, NYC \$200 Million

(B. D. Ex. Proposal)

Columbus Circle Redevelopment, NYC \$500 Million

Boston Properties Developer

(B. D. Ex. Proposal)

Forest City Metrotech Redevelopment, Brooklyn NYC \$400 Million

Mixed use Redevelopment including major tenancies by Brooklyn Union Gas Co.

Bear Stearns (B. D. Ex. Proposal)

Duchess County Correctional Facility \$4 Million

Preconstruction Consulting to the Architect

Binghamton Psychiatric Center, New York State OGS	\$45
Million	
Preconstruction Consulting	
Broome County Courthouse	\$20
Million	
Preconstruction Consulting to the Architect	
Broome County Jail	\$35 Million
Preconstruction Consulting to the Architect	
Rainbow Bridge Plaza Expansion, Niagara Falls New York	\$25
Million	
Preconstruction Consulting	
Warren County Jail	\$14 Million
Construction Consulting to the Architect	
World University Games Main Stadium, Amherst, NY	\$17.5
Million	
Consulting and Construction Management Services	
Broadalbin – Perth Central Schools	\$16.5
Million	
Consulting and Construction Management Services	
Cherry Valley – Springfield Central School District	\$12.1
Million	
Consulting and Construction Management Services	
P&C Foods Frozen Distribution Center, Syracuse, New York	\$18
Million	
Consulting and Construction Management Services	
Leroy Central Schools	\$8.75
Million	
Consulting and Construction Management Services	
Central New York Regional Transportation Authority, Syracuse New York	\$14
Million	
Intermodal Transportation Center	

EDUCATIONAL BACKGROUND

Kent State University
Business Administration
Psychology

Past member:

The Association of General Contractors (AGC)
National Committee of Project Delivery Systems
Construction Marketing
Past Member: American Correctional Association