



UNIVERSITY of MARYLAND  
UPPER CHESAPEAKE HEALTH

# HARFORD MEMORIAL HOSPITAL

## PROJECT STUDY & DISPOSITION PRESENTATION



CUSHMAN &  
WAKEFIELD

Cushman & Wakefield

# COMPANY OVERVIEW

## BALTIMORE STATS

**250+**  
OFFICES

**60+**  
COUNTRIES

**43,000+**  
EMPLOYEES

**3,500+**  
BROKERS

**\$1.91B\***  
TRANSACTIONAL VOLUME

**\$5B\***  
REVENUE

**4.3B**  
SF MANAGED

\*USD

### For More Information

100 Light Street, Suite 1400  
Baltimore, MD 21202  
+1 410 752 4285

Cushman & Wakefield is a leading global real estate services firm that helps clients transform the way people work, shop, and live.

Our 43,000 employees in more than 60 countries help investors and occupiers optimize the value of their real estate by combining our global perspective and deep local knowledge with an impressive platform of real estate solutions. Cushman & Wakefield is among the largest commercial real estate services firms with revenue of \$5 billion across our core services of agency leasing, asset services, capital markets, facility services (C&W Services), global occupier services, investment and asset management (DTZ Investors), project and development services, tenant representation, and valuation and advisory.

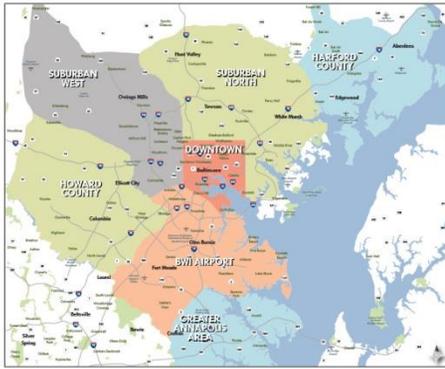
Cushman & Wakefield's clients across the globe can expect a strong bias for action, a rigorous focus on results, value created through insight, and the right people powered by the right platform — on every assignment, every time.

Our capabilities truly reflect client needs, and client success reflects the strategic execution of this business model, our progressive world view, and the value derived from the industry's top talent worldwide.

## Country Coverage

- Argentina
- Australia
- Bahrain
- Belgium
- Brazil
- Bulgaria
- Canada
- Channel Islands
- Chile
- China (including Hong Kong)
- Colombia
- Costa Rica
- Czech Republic
- Denmark
- Fiji
- Finland
- France
- Georgia
- Germany
- Greece
- Hungary
- India
- Indonesia
- Ireland
- Israel
- Italy
- Japan
- Kazakhstan
- Luxembourg
- Macedonia
- Malaysia
- Mexico
- Netherlands
- New Zealand
- Nigeria
- Norway
- Oman
- Pakistan
- Peru
- Philippines
- Poland
- Portugal
- Qatar
- Romania
- Russia
- Singapore
- Slovakia
- South Africa
- South Korea
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Turkey
- United Arab Emirates
- United Kingdom
- United States
- Vietnam

Cushman & Wakefield  
**COMPANY OVERVIEW**



**BALTIMORE STATS**

**161**  
EMPLOYEES

**14.4M SF**  
2015 TOTAL TRANSACTIONS

**\$1.3B\***  
2015 TRANSACTIONAL VOLUME

**16M**  
SF MANAGED

\*USD

**For More Information**

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Cushman & Wakefield is a leading commercial real estate services provider in the Baltimore Metropolitan area. We are devoted to serving the individual needs of every client and developing long-term advisory relationships with owners, tenants and corporations to create sound solutions for their real estate challenges.

**ABOUT CUSHMAN & WAKEFIELD BALTIMORE**

- 90+ year heritage serving clients in the Greater Baltimore Metropolitan area
- Client-focused, team approach and reputation for thorough market knowledge is recognized throughout the real estate industry
- Full suite of services including Capital Markets, Property Management, Global Occupier Services, Tenant Representation, Agency Leasing, Valuation and Project & Development Services

**BALTIMORE KEY CLIENTS**

**Landlord Representation**

- Abrams Development Group
- Caves Valley Partners
- Greenfield Partners
- Harbor East Development Group
- COPT
- Wexford Science & Technology, LLC

**Tenant Representation**

- Algeco Scotsman
- Allegis Group
- Design Collective
- Genworth
- Johns Hopkins
- Legg Mason
- Prometric
- Transamerica

**Investment Representation**

- Deutsche Asset & Wealth Management
- COPT
- Emory Hill Management Co., Inc
- Garrison Investment Group
- Goldman Sachs
- Highbrook Investment Management
- White Clay LLC



**Executive Oversight**

David Gillece  
Managing Principal  
**35 Years of Experience**

**Strategic Advisory Services**



David Baird  
Senior Managing Director  
**33 Years of Experience**



Matthew Myers  
Director of Research  
**7 Years of Experience**



**Public Private Partnership Consultation**

David LaMore  
Senior Vice President  
**15 Years of Experience**



**Project Development Services**

Joy Wanner  
Senior Project Manager  
**10 Years of Experience**



**Local Market Experts**

Douglas Brinkley  
Senior Managing Director  
**30 Years of Experience**  
Lizzy Sweeney  
Senior Vice President  
**14 Years of Experience**



**Global Consulting**

Matt Poreba  
Senior Director  
**15 Years of Experience**



**Capital Markets**

Jonathan Carpenter  
Executive Managing Director  
**15 Years of Experience**



**Architectural Services**

David Gaudreau  
Senior Vice President  
**35 Years of Experience**



**Valuation & Advisory**

David Masters  
Senior Director  
**20 Years of Experience**



**Health Care Practice Group**

Lorie Damon  
Managing Director  
**14 Years of Experience**



**Civil Engineering Services**

Paul Muddiman  
Vice President  
**25 Years of Experience**



# Project Goals

Operational / Financial

- Maximize Disposition Value to Facilitate Development of Bulle Rock Campus
- Retire Debt/Raise Capital
- Synchronize Transaction Timing
- Minimize Disruption to Core Clinical Operations
- Minimize Transaction Risk- Certainty of Close



# Project Goals

Legacy / Community

- A Transformative Opportunity for Havre de Grace
- Catalyst for Future Growth in the UC region
- Challenges Exist- Demographic/Political/Economic
- Stakeholder Support Critical for Success
- Project/Process Transparency & Communication
- A Partnership for Growth