

Vitas

Gerald T. Halpin

Co-Founder and Chairman, NCS
Founder, President and Chief Executive Officer
WEST*GROUP

Michael T. Halpin

Co-Founder, President and Chief Executive Officer, NCS
Co-Founder, Vice-President and Chief Executive Officer
The Meridian Group

John D.T. Gerber

Co-Founder, Secretary and Director of Investment Capital, NCS
Senior Vice - President of Investment Capital
WEST*GROUP

Tom M. Aiello

Co-Founder, Treasurer and Director of Finance, NCS
Founder and President
Aiello & Associates

Howard C. Brown

Co-Founder and Director of Commercial Real Estate Development, NCS
Executive Vice - President
Realty Capital Partners, LLC

Francis X. Chambers, Jr.

Co-Founder and Director of Airport Development, NCS
President, and Chief Executive Officer
Aviation Facilities Company, Inc.

Patrick W. Jeffries

Co-Founder and Director of Public / Private Structures and Governance, NCS
Founder, and President, P. W. Jeffries, LLC

William A. Moran

Co-Founder and Director of Residential Real Estate Development, NCS
Chief Executive Officer and Chairman of the Board and Principal
Elm Street Development

Michael W. Parda

Co-Founder, Director and Chief Operating Officer, NCS
Co-Founder, Principal of Rainmaker Coaching & Marketing

Gerald T. Halpin
Co-Founder and Chairman, NCS
Founder, President and Chief Executive Officer
WEST*GROUP

RESPONSIBILITIES AND EXPERIENCE WITH WEST*GROUP: Mr. Halpin serves as President and Chief Executive Officer of WEST*GROUP MANAGEMENT LLC. In 1962, he founded Westgate Corporation, serving as Chairman and Chief Executive Officer. Since that time, he has founded and served as President of more than 100 other WEST*GROUP affiliated corporations and partnerships involved in the development and management of real estate. He oversees all departments at WEST*GROUP, including financing, accounting, planning and development, legal, construction, leasing, property management, business development and corporate administration. From the initial investment and planning to the completion and oversight of each real estate project, Mr. Halpin has been responsible for the development, redevelopment or construction of more than 13 million square feet of office, retail, residential, resort, and industrial space for WEST*GROUP affiliates. Mr. Halpin and his associates introduced the concept of the quality, mixed-use, master-planned office park to the Washington, D. C. metropolitan area. He and his co-founders, Mr. Nicholson, Mr. Ewing, and the late Rudolph Seeley initiated the development of the area known as Tysons Corner when they purchased two farms totaling more than 439 acres in the early 1960's, becoming partners with their neighbors, the Ulfelders, who had owned the adjoining property since 1923. The four principals were the first to build office, R&D, and apartment buildings in the Tysons area. Since that time Mr. Halpin has developed four beautifully landscaped office parks located on prime sites near major transportation arteries. These include WEST*GATE and WEST*PARK Office Parks in Tysons Corner, Virginia, as well as, WEST*FARM and WEST*QUEST Technology Parks in suburban Maryland.

In addition, Mr. Halpin has extensive experience in the development of hotels and resorts, having served as Chairman of Alexandria Management Corporation, which owned six hotels and operated seven hotels in the mid-Atlantic region. He also has expertise in residential real estate, having developed 1,500 acres in Warrenton, Virginia known as Bellevue Estates as well as having built, renovated, or owned several thousand apartments in the metropolitan area over the past 30 years. He is the developer and an owner of Evans Farm, a new residential development in McLean, VA, and has plans to construct four high-rise condominium towers including 1,354 spacious units and townhouses in Tysons Corner, VA. His family also owns two cays in the Bahama Islands.

OTHER EXPERIENCE: Mr. Halpin served in a Naval Construction Battalion for four years during World War II. He then spent 15 years with Atlantic Research Company purchasing, building and/or managing manufacturing plants in New Hampshire, Boston, and Los Angeles. He also built a missile launching station in Utah and developed a propellant manufacturing facility on several thousand acres in North Carolina. In 1952, he constructed a major manufacturing complex for ARC in Gainesville, Virginia, and in 1958, he developed an 85-acre office complex in Springfield, Virginia for the company. In 1960, Mr. Halpin co-founded WEST*GROUP's predecessor, Commonwealth Capital Inc., to plan and develop a 700,000 square foot shopping mall in Alexandria, Virginia known as Landmark Center, one of the first regional shopping malls in the metropolitan area.

In 1976, Mr. Halpin founded and has served as Chairman of World Resources Company, a worldwide metals recycling business, which solves waste disposal problems. He is also Chairman of Aviation Facilities Company, Inc., the leading provider of air cargo facilities in the United States. In addition, he co-founded Ocean Farming, Inc. and GreenSea Ventures to explore the growth of fish harvesting and CO2 sequestration. In 1969, he purchased property in Jackson Hole, Wyoming today known as Lost Creek Ranch, which his family operates as a guest resort bordered by Grand Teton National Park. He has also developed 1,200 acres of land for residential sale in Jackson Hole known as Indian Springs Ranch. In addition, Mr. Halpin helped to develop a luxury resort known as the Cottonwoods, plus two hotels, condominiums and the Borgata Shops in Scottsdale, Arizona.

PROFESSIONAL AND COMMUNITY AFFILIATIONS: Mr. Halpin served for more than eight years as a member of the Fairfax County Economic Development Authority and its predecessors. In addition, he was appointed a member of the Governor's Advisory Board on Industrial Development and served in that capacity under Governors Holton, Godwin and Dalton. He served as a member of Governor Robb's Task force on Science and Technology and the Governor's Joint Study Committee to investigate the feasibility of establishing a Coal Slurry Pipeline in the Commonwealth of Virginia.

Mr. Halpin serves as Chairman of the Washington Monument Visitor Education Fund. He is also Chairman and Founder of the Grand Teton National Park Foundation and served as Chairman of the National Parks Conservation Association 2003 Dinner Host Committee. He was a Founding Director of Bell Atlantic Corporation (now Verizon) and served on the Board of Directors of Crestar Financial Corporation and Crestar Bank (now SunTrust Bank). He also served as a Director and Treasurer of the American Horticultural Society. He is a Director of the National Fish and Wildlife Foundation and a Trustee of the Frontier Foundation and the International Together Foundation, recognized by the United Nations as a non-governmental organization for global unity. In addition, he has served as a Trustee of the American Museum of Immigration, the WEST*LYNCH Foundation, the National Parks and Recreation Association, the Virginia Museum of Science and the Wolf Trap Foundation. He also served as a Chairman of the Boarder Baby Project Gala plus the Medical Care for Children Partnership and Northern Virginia Community College Awards Dinners.

Mr. Halpin has received numerous honors and awards. Most recently, he received the 2003 Virginia Life Achievement in Industry Award as well as the Inova "Caring For and About People Award." In 2002, he received the Ernst & Young Master Entrepreneur of the Year Award and the *Virginia Business* "Most Significant Real Estate Project" award for the McKinley-Pierce Buildings in WEST*GATE. Other significant awards include: a tribute by both the U.S. Senate and the U. S. House of Representatives in the Congressional Record for "Visionary Business and Community Leadership;" a Virginia Senate proclamation honoring Mr. Halpin as an "Outstanding Virginian for a Lifetime of Dedication to Fairfax County;" the Washington Post's and Federation of Citizens Associations' Fairfax County Citizen of the Year Award; the National Association of Industrial and Office Park's President's Award of Distinction and Award of Excellence for Best New Building; the Landscape Contractor's Association Grand Award for Commercial Maintenance; "The

Entrepreneur of the Year Award” from Shenandoah University, and the Fairfax County Exceptional Design Honor Award. He has also received the prestigious Ellie Doyle Service Award from the Fairfax County Park Authority.

EDUCATION: Mr. Halpin graduated from Syracuse University with a Bachelor of Arts degree in Economics and attended Georgetown University School of Law. He received an “Honorary Degree of Doctor of Humanities” from Shenandoah University in 2002. He is an ex-officio member of the Board of Trustees of Syracuse University, having served on its Executive Committee.

PERSONAL: Mr. Halpin is married. He enjoys hiking, fishing, and snow-mobiling with his children and grandchildren at his ranches in Jackson Hole, Wyoming.

Michael T. Halpin

Co-Founder, President and Chief Executive Officer, NCS
Co-Founder, Vice President and Chief Executive Officer
The Meridian Group

RESPONSIBILITIES AND EXPERIENCE WITH THE MERIDIAN GROUP: In 1989, Michael T Halpin co-founded (with Jerry) The Meridian Group, LLP and immediately began serving as Vice President and Chief Executive Officer. The Meridian Group maintains affiliations with corporations and partnerships that implement and hold interest in resort, commercial and residential real estate. Mr. Halpin's most recent success is The Preserve at Walnut Springs in Johnson City, Texas. It rides on the tails of two widely praised development projects in Jackson, Wyoming, Indian Springs Ranch and Indian Trails. In progress is the development of a multi-use project in Alpine, Wyoming. He oversees all departments at The Meridian Group including engineering, financing, planning, accounting, developing, marketing, and property management. From initial investment and planning to the completion and oversight of each project, Mr. Halpin has been responsible for the development of four residential, resort and commercial properties.

OTHER EXPERIENCE: In addition to the extensive development projects that Mr. Halpin maintains, he also owns a bottle water company, Meridian Water, which supports the Grand Teton National Park Foundation, as well as, Meridian Tractor, a residential and commercial tractor sales company. He is a co-owner of Lost Creek Ranch and The Cottonwoods Ranch. Prior to owning these two entities, Mr. Halpin co-founded and served as the CEO of Riverview Construction (1982) a landscaping and building renovation company.

PROFESSIONAL AFFILIATIONS: Mr. Halpin is currently the acting Secretary of The Jackson Hole Wildlife Foundation. He is on the regional Advisory Committee for the National Parks Conservation Alliance and serves on the Stewardship Committee for The Jackson Hole Land Trust.

EDUCATION: Mr. Halpin attended Montana State University (1981). He majored in Technical Engineering. He left college to begin a rewarding and successful entrepreneurial career.

PERSONAL BACKGROUND: Mr. Halpin is a native of Virginia and is married to Beverly. Mr. Halpin enjoys leisure time with his wife and daughter, Nicole, and enjoys recreating and working on their guest ranch in Moose, Wyoming.

John D.T. Gerber
Co-Founder, Secretary and Director of Investment Capital, NCS
Senior Vice President of Investment Capital
WEST*GROUP

RESPONSIBILITIES AND RECENT EXPERIENCE: Mr. Gerber is a Senior Vice President of WEST*GROUP and head of its Investment Capital group. He has seventeen years experience in real estate, including senior executive experience in corporate and team management, project and venture finance, master planning, and marketing. As head of WEST*GROUP's Investment Capital division, he oversees capital market, investing, special project, and venture capital activities. He is currently responsible for raising a \$150-\$300 million real estate fund.

Prior to working at WEST*GROUP, Mr. Gerber was President of the Pennsylvania Station Redevelopment Corporation, an innovative public-private corporation chartered to rebuild Pennsylvania Station, the busiest transportation facility in America. As the chief executive officer of the corporation, Mr. Gerber was responsible for all aspects of financing, developing, promoting, and implementing the new Farley-Penn Station, the major new gateway to New York. He was responsible for designing and implementing the capital market strategy for the \$800 million project that includes an innovative \$325 million financing package of private equity, corporate tax credits, tax-exempt bonds, and federal loans, successfully securing a preliminary investment grade rating for the project. With this structure, the Farley-Penn project will be one of the first to utilize TIFIA financing – a new \$10.6 billion federal credit enhancement program. Mr. Gerber was also responsible for programming for the State of New York related privatization initiatives with an estimated combined value of \$1.5 billion. Mr. Gerber reported to Senator Moynihan and the Board that included the U.S. Secretary of Transportation, the Vice-Chairman of the Port Authority, and senior economic and political advisors to the Governor and the Mayor. Receiving wide critical acclaim in print and media, the Farley-Penn project was launched by President Clinton, Governor Pataki, and Senator Moynihan, and its innovative design was honored with an exhibition at the New York Museum of Modern Art and with national design awards. Among other components, the project will feature the largest single multi-media and telecom venue in New York and incorporates the latest in intelligent transportation technology.

Prior to heading up the Penn Station project, as an Associate Partner at the firm Skidmore, Owings & Merrill LLP ("SOM") in New York, Mr. Gerber was a specialist in large scale commercial, mixed-use, and infrastructure projects in the US, the Middle East, and Asia. During his ten years at the firm and as SOM's youngest Associate Partner, he led the master planning, strategic planning, project design, business development, and project management of over 200 million square feet of infrastructure and mixed-use development valued at over \$15 billion in the U.S., Singapore, China, Israel, Taiwan, the Philippines, and Hong Kong. In this capacity, he worked on the leading edge of international and domestic privatization initiatives. In 1996-97, he played a key role in securing over \$24 million of new commissions for the firm and directing teams for projects valued at over \$4 billion.

OTHER EXPERIENCE: Mr. Gerber has served on a number of for-profit corporate Boards. His current activities include Mears LLC (a semiconductor and materials research company in Boston), Equire (an internet service provider), and Quantum Capital LLC (a private venture capital investment group). Mr. Gerber has traveled frequently and extensively abroad for business and has in-depth, first-hand knowledge of East Asian history, business practice, and cultural affairs. In his time outside of work, with a colleague from the Massachusetts Eye and Ear Infirmary in Boston, he recently received a patent for a micro-electronic system that could give sight to many who are now incurably blind.

PROFESSIONAL AND COMMUNITY AFFILIATIONS: Mr. Gerber has served on a number of not-for-profit Boards. His current Board activities include St. Albans School (a private preparatory school affiliated with the National Episcopal Cathedral in Washington DC), Clinton Hall Center for World Literature in New York, and the Pennsylvania Station Arts Foundation. Also Mr. Gerber is serving as a senior advisor to the Washington Monument Visitor Education Fund and the Grand Teton National Park Foundation – both not-for-profit organizations raising private funds for major new visitor centers in two of America most heavily traveled national parks.

EDUCATION: Mr. Gerber received a Bachelor of Science in Engineering degree *magna cum laude* from Princeton University and a Master of Architecture degree with honors from Harvard University.

PERSONAL: Mr. Gerber is married to Susan and has two young children. Hobbies include hiking, mountain climbing, crew, skiing, and other outdoor activities.

THOMAS M. AIELLO

Co-Founder, Treasurer and Director of Finance, NCS
Founder, President and CEO, Aiello & Associates, LLC

RESPONSIBILITIES AND EXPERIENCE: Founded by Mr. Aiello in July 2002, Aiello & Associates is an independent firm specializing in real estate business consulting, strategic tax planning, tax compliance, and tax preparation services. Tom's experience is in analyzing real estate companies and providing comprehensive tax services to businesses operated by high-wealth families, as well as, in analyzing the real estate market in general. Tom advises real estate companies in all phases of development and, therefore, understands the issues companies face while growing a first-class construction and/or real estate investment business. Tom is committed to addressing this broad range of tax issues to help his clients successfully respond to changing opportunities and achieve sustainable results.

OTHER EXPERIENCE: Prior to the founding of Aiello & Associates, LLC, Mr. Aiello was a partner at Arthur Andersen where he gained 30 years of experience in the real estate industry and became well known throughout the Washington Metropolitan marketplace. Tom joined Arthur Andersen in 1972, became partner in 1982, and was the Managing Partner for the firm's National Federal Business Tax Practice (an \$800,000,000 practice) and the Regional Managing Director of Tax for the firm's Southeast Region (a \$400,000,000 practice) for five years.

During his time at Andersen, Mr. Aiello represented real estate clients in the development of large, multi-purpose projects. These often included residential, commercial, office and golf course communities. His experience not only included the specialized tax consulting required of such communities but also in choosing entity types that provided the most flexibility for effective operation and tax planning.

EDUCATION: Tom graduated from Stetson University in DeLand, FL, with a B.A. in Business Administration in 1971. He then received a J.D. from Georgetown University Law Center in Washington, DC, in 1976.

PROFESSIONAL AFFILIATIONS: Tom is a Certified Public Accountant in the District of Columbia, Maryland and Virginia. He is also a member of the American Institute of Certified Public Accountants.

PERSONAL AFFILIATIONS: Tom sits on the Board of Directors for a real estate company that builds and manages large, planned-unit developments. He is also on the Board of Directors for a construction/paving company.

Howard C. Brown
Co-Founder and Director of Commercial Development, NCS
Executive Vice President
Realty Capital Partners, LLC

RESPONSIBILITIES AND EXPERIENCE WITH REALTY CAPITAL PARTNERS: Mr. Brown is currently a Managing Member of Realty Capital Partners, LLC ("RCP"), a commercial real estate development firm. He is responsible for all leasing, supervising the property management contractor, overseeing tenant relations and is the chief negotiating strategist. RCP's web site can be seen at www.realtycap.com. Mr. Brown has been involved in commercial real estate since 1977 and has personally leased over five (5) million square feet of space.

OTHER EXPERIENCE: Prior to joining Realty Capital Partners in 2000, Mr. Brown was Vice President of the Mark Winkler Company, a large suburban developer headquartered in Alexandria, Virginia. Previously Mr. Brown was Vice President of West*Group, headquartered in McLean, Virginia, and developers of the renowned West*Park & West*Gate office parks in Tysons Corner for whom he was employed for almost 15 years. Prior to 1984, Mr. Brown was a Vice President of Shannon & Luchs Company. Mr. Brown originally leased office space in downtown Washington (D.C) and was later transferred to suburban Maryland to open Shannon & Luchs Company's first Maryland Commercial Leasing Office. Mr. Brown has personally concluded leases with such companies as Ceridian Corporation (Control Data), Bell Atlantic, Atlantic Research, Ford Motor Company, Citicorp, The Thomson Corporation, SmithKleine Beechum Pharmaceutical, Otsuka America Pharmaceutical, National Electrical Contractors Association and others. Mr. Brown also has extensive experience in negotiating Federal Government leases with the General Services Administration.

PROFESSIONAL AFFILIATIONS: Mr. Brown has been a member of the Greater Washington Commercial Association of Realtors Multi-Million Dollar Leasing Club since 1979, became a Life Member in 1983 and is also a member of the Multi-Million Dollar Sales Club. To date Mr. Brown has received 22 Multi-Million Dollar Club Leasing awards and has received numerous "top 10" awards from the Greater Washington Commercial Association of Realtors (GWCAR) Mr. Brown has also received the coveted "Deal Maker" award from Kennedy-Wilson Properties, a REIT that manages in excess of 73 million square feet of office space in the United States. Mr. Brown has been a lecturer at University of Maryland/University College on Commercial Office Leasing and has testified as an expert witness in Commercial Leasing.

EDUCATION: Mr. Brown is a graduate of the University of Maryland (1973). He holds Real Estate Broker licenses in Maryland, Virginia, District of Columbia and Texas.

PERSONAL BACKGROUND: Mr. Brown is a native of Maryland and is married to Anntoinette, a practicing Certified Public Accountant. Mr. Brown is a licensed pilot, RV'er and on the weekends enjoys working on their tree farm in Western Maryland.

Francis X. Chambers, Jr.
Co-Founder and Director of Airport Development, NCS
President, Chief Executive Officer
Aviation Facilities Company, Inc.

RESPONSIBILITIES AND EXPERIENCE WITH AFCO: In addition to consulting on planning and development, Mr. Chambers is the co-founder, President, Chief Executive Officer and a Director of Aviation Facilities Company, Inc. (AFCO), with responsibilities for all facets of company business, particularly the finance and development of new projects, as well as, the asset and facility management of aviation and transportation related properties. AFCO uses its own personnel to provide, but also frequently contracts with others for, technical development, construction, construction management, design services, and leasing and property management services in the development of transportation-related facilities, such as the Dulles World Cargo Center, a 287,000 square-foot facility at Washington Dulles International Airport. AFCO has over 7 million square feet of facilities in operation on leaseholds at nineteen major airports and is currently developing and acquiring air facility complexes in Branson, Missouri, Rhode Island, the UK, and Nova Scotia, which will bring the airport total to 23. He has financed projects with private equity, commercial mortgages, tax-exempt public financing and securitized conduit loans. In Branson, AFCO is the developer and 50% owner for the first privately financed commercial airport in the United States, AFCO participated in the master planning, design and marketing and contributed to the submission of the FAA and local permits and is coordinating the financing required for the airport. AFCO will be the developer for all ancillary facilities in the almost 900-acre site. In addition, AFCO is in a joint venture to develop and operate off-airport shuttle self-parking facilities. The first opened in Chicago October 1st of this year. AFCO will also be submitting a joint-venture proposal in October to redevelop approximately 1,000 acres of the former Sawyer AFB in Michigan.

OTHER EXPERIENCE: Before co-founded AFCO in 1992, Mr. Chambers was a Vice President of WEST*GROUP and was responsible for the development, rehabilitation and asset management of retail, office, hotel and multi-family housing projects plus the development of business opportunities for WEST*GROUP and its affiliates in Virginia and Maryland. Prior to that, Mr. Chambers was in the U.S. Marine Corps for 32 years, where he attained the rank of Colonel. During this period of service he served as commanding officer of many units, including the 12th Marine Regiment. Secondly, he served as a controller/chief financial officer throughout many of his years in the Marine Corps. In one of these positions, Mr. Chambers served as an asset manager for Camp H.M. Smith in Hawaii, which was the location of the Commander-in-Chief of the Pacific. Here he was responsible for the budgeting and financial management of four large military family housing projects in addition to the facilities of the Headquarters complex. During his service Mr. Chambers was responsible for the leadership of thousands of Marines and civilian employees, for the management of hundreds of facilities and the maintenance of thousands of pieces of equipment. Prior to serving in Vietnam, Mr. Chambers was the fiscal officer for the Marine Wing Service Group of the 3rd Marine Aircraft Wing. He also was Assistant Logistics Officer for the group, which contained an airbase squadron responsible for setting up and operating airfields and a maintenance squadron responsible for overhauling aircraft engines

and avionics. In Vietnam, he commanded an 8" Howitzer Battery and Headquarters Battery, 11th Marines.

During 1979-1981, Mr. Chambers was the training and exercise officer for the operations division of U.S. Forces, Japan. In this position he negotiated use of real estate for training in Korea, the Philippines and Japan. In 1982-1983, Mr. Chambers served as the Controller and Chief Financial Officer for Marine Corps Base Camp Butler, Japan, and as Controller and Chief Financial Officer, Marine Corps Bases Forward, Western Pacific. His duties included the review and approval of all contracts negotiated by the U.S. Marines Corps in this area for services and material purchases in excess of \$50,000 and the budgeting and financial management of ten bases and stations. He was responsible for all facets of the operation and maintenance budgets for facilities, airfields and utilities on those bases and stations. Over 500 buildings, recreational, retail sales, hotels and restaurant facilities and utility systems were supported by those budgets. He also served in this period on the board of directors for the morale, welfare and recreation activities for the U. S. military and their dependants on Okinawa, Japan. These activities included athletic facilities, equipment rentals, theaters, hotels and resorts for the many thousands of Americans residing there. In 1983-1984, Mr. Chambers served a year as commanding officer of the 12th Marine Regiment, which was also located in Okinawa, Japan. During the period 1984-1987, Mr. Chambers served as the Assistant Deputy Chief of Staff, Research, Development and Studies at Headquarters Marine Corps. His responsibilities included supervising and coordinating the entire Marine Corps Ground Research and Development Budget and Studies Program. He also coordinated various research and engineering programs within the Navy Department and with the other Services, including coordination with the Secretary and Assistant Secretaries of the Navy and participation on the Defense Science Board.

PROFESSIONAL AND COMMUNITY AFFILIATIONS: Mr. Chambers was Chairman of the Marine Executive Association and Chairman of the National Marine Corps Council. He has been Secretary, Treasurer and a Director of the Committee for Dulles and Chairman of its Airport Activities Subcommittee. Mr. Chambers is also a member of the Washington Air Cargo Association, the Washington Airports Task Force, the National Aeronautic Association, the American Association of Airport Executives, The International Air Cargo Association, the Cargo Airlines Association and the Airports Council International, N.A., where he has been active in the Cargo Subcommittee of the Economic Committee. He is a Founder Member of the National Air and Space Society and has been a Vice President of the Waterview Plantation Homeowners' and Shaker Woods Homeowners' Associations. He has spoken on planning at the FAA forecast conferences and before many airport and real estate planning and development groups, most recently at the Airport Cities Conference in Pittsburgh, Pennsylvania.

EDUCATION: Mr. Chambers has a Bachelor of Arts degree in Economics from Rice University and a Master of Business Administration degree with concentrations in finance, operations research and operations analysis, from United States International University. He is also a graduate of the Industrial College of the Armed Forces, specializing in industrial mobilization. While in the Marine Corps, Mr. Chambers served as the Director of the Artillery School at Camp Pendleton, California, where he instructed Marines preparing for

Vietnam. In addition, he served as the Commanding Officer of the Instructor Company, and later, of the Student Company of the Schools Battalion, where he guided the training programs for more than 4,000 Marines.

PERSONAL BACKGROUND: Mr. Chambers is married to the former Carol L. Lilliendahl. He has five grown children. Hobbies include travel, gardening, boating and reading.

Patrick W. Jeffries
Director, Public / Private Structures and Governance, NCS
President, P. W. Jeffries, LLC

RESPONSIBILITIES AND RECENT EXPERIENCE: Mr. Jeffries has more than 30 years of experience investing in and guiding organizations in real estate, technology, and health care, often involving public / private partnerships, or not-for-profit / for profit structures. He focuses on high growth, major change situations. His roles have ranged from CEO and Chairman during major turnarounds; to interim executive with senior teams during periods of high growth; to consulting on strategy, capital structure, governance and organizational performance. Most recently, Mr. Jeffries has been assisting Jerry Halpin to prepare WEST*GROUP for its next stage of growth. This effort includes evaluating various growth alternatives for capital, the real estate asset mix at Tysons Corner, management and organization, and partnership structures. He also is a Director for Aviation Facilities Company Inc., an affiliate of WEST*GROUP, and investor in the development of Branson Airport.

During the past eight years, through his own investment and management companies, Mr. Jeffries led the turnaround with a new management team of Harvard Pilgrim Health Care, the leading not-for-profit health plan in the Northeast. This effort involved negotiating with several states' legislatures and regulatory commissions; creating a joint not-for-profit / for profit organization for all operations and information technology; and managing the internal and external communication campaign. He also just completed his role as Chairman of the Board of Medix Resources, Inc., a publicly traded company (MXR). As Chairman, Mr. Jeffries led the turnaround, which included recapitalizing the company; rebuilding all technology; replacing the Board of Directors and entire management team; and, establishing a new business strategy.

His public sector experience includes working with federal, state and local governments in the areas of finance, infrastructure, management, and information technology. Examples include: the Minister of Health in the United Kingdom during the reform of the National Health Service, a one million person public health agency that provides all health care in the UK; the City of Scottsdale, Arizona, where he led the program to integrate all management systems into an award-winning model for other communities; the City of Westminster, where he planned the financing and rate design for the water, wastewater and other utilities during a period of high growth; the City and County of Denver, where he led several efforts with the City Manager to change management approaches and technology across all departments to respond to rapid growth. Mr. Jeffries also has led municipal and state financing related to real estate / retail development, hospital construction and utility infrastructures.

Prior to forming his own firm, Mr. Jeffries was a management consultant as a partner with McKinsey & Company, Inc. Mr. Jeffries focused on institutions undergoing major growth, restructurings and leadership transitions. He led major restructuring and leadership transitions at Hughes Aircraft, WellPoint Health Networks, Duty Free Stores and Macy's. He also led McKinsey's global training for mid-tenure consultants in project management and client service.

OTHER EXPERIENCE: Other roles have included: *Chairman and CEO of OpTx*, a leading cancer treatment company. During his tenure, the team refinanced the company and moved it from Canada to the U.S., involving new tax-efficient structures that addressed both Revenue Canada and IRS regulations. Mr. Jeffries also was EVP, Central Operations and Technology for a \$15 billion health plan. In this role, he managed a 2,000 person, \$500 million annual budget organization; set new strategy for the corporation; restructured the management team; implemented new performance approaches, and recruited his permanent replacement. He also, as senior counsel, helped the CEO and Chairman of the Health Technology Center, establish the entity and more recently redirect this leading not-for-profit that evaluates all new health technology for its effect on labor, health facility planning and medical outcomes.

Mr. Jeffries also is an investor / director with other companies, including Lifemasters Health Care, Concuity, 5AM Ventures, Versant Ventures, and Blue Capital, a new residential redevelopment company in Tucson, Arizona. He was an instructor at the John F. Kennedy School of Government, Harvard University; and served as a Governor for the World Economic Forum.

EDUCATION: Mr. Jeffries received a Bachelor of Science in Electrical Engineering, with leadership honors from Washington University and a Masters of Business Administration in finance and economics from Cornell University.

PERSONAL: Mr. Jeffries and his daughter, Sheridan, enjoy bicycling and rock climbing. Hobbies include kayaking, writing and travel. He is a triathlete and completed Escape from Alcatraz in 2000.

William A. Moran

Co-Founder and Director of Residential Development, NCS
Chief Executive Officer, Chairman of the Board and Principal
Elm Street Development

RESPONSIBILITIES AND EXPERIENCE: In 1977, Mr. Moran co-founded Elm Street Development. Along with one other co-founder, Mr. Moran oversees all departments of an organization that has developed over the last 25 years in the Washington, D.C. Metro area, some 150 projects representing approximately 20,000 developed lots. Elm Street's annual sales are roughly \$50 million representing a production of 800± lots per year. Prior to Elm Street Development, Mr. Moran was the co-founder of Craftmark, Craftstar, and Legend Management which have been in existence for twelve years, fifteen years, and fifteen years, respectively. Each company has a president responsible for day-to-day operations and all individuals report to Mr. Moran as one of the three principals. Yearly sales are approximately \$500 million. Craftmark/Craftstar is the largest privately owned building company in the Washington, D.C. Metro area with annual sales of \$250 million on 500 annual home sales. Mr. Moran was also one of the five founders of NVR, Inc., one of the largest builders in the nation. Sales last year were in excess of two billion dollars. Mr. Moran has been a director of NVR since its founding in 1980. Mr. Moran worked for Ryan Homes from 1971-1978 where he was responsible first for land development and later a vice president in charge of homebuilding.

PROFESSIONAL AND COMMUNITY AFFILIATIONS: Mr. Moran is a past president of the Fairfax County Chapter of the National Association of Home Builders and has sat on the Northern Virginia Builders Association Board of Directors. Mr. Moran's companies have received numerous awards including the Environmental Development of the Year for Fairfax County, Virginia and Environmental Developer of the Year Award in Maryland twice.

EDUCATION: Mr. Moran received a Bachelor of Arts degree from Cleveland State University with a Major in Business.

PERSONAL: Mr. Moran has been married for thirty-one years, has two children and greatly enjoys golf.

Michael W. Parda

Co-Founder, Director and Chief Operating Officer, NCS

RESPONSIBILITIES AND EXPERIENCE: Mr. Parda will serve as the Chief Operating Officer of the Nevada Communities Solutions. Over 15 years, he has combined public and private sector management and development experience. Michael has served as the Chief Administrative Officer of communities in New Hampshire and Wyoming. In that capacity, he was responsible for the coordination of all municipal affairs, including financial management, relationship management, personnel management and customer service in all municipal departments. His duties included the implementation of team management principles, development of capital improvement programs, and facilitating and coordinating inter-governmental initiatives.

In addition, Mr. Parda has served in municipal government as a Director of Development managing the divisions of economic development, planning, zoning, code enforcement, assessing and parks and recreation. He conceived and executed fiscal/land use analysis, transportation plans, and commercial node districts. During this time, Mr. Parda also served as the Executive Director of the Somersworth Economic Development Authority attaining a national certification as economic development finance professional. This not-for-profit agency was created as a public/private partnership between the City and private enterprise. His duties included providing business credit analysis, real estate financing, marketing and strategic plan development, and management of a revolving loan fund, as well as a business visitation program and a business assistance program.

Previously, Mr. Parda served as a board member for Leadership Training Services, Inc. This not-for-profit organization was created to provide training to elected and appointed officials throughout the State of Wyoming. The mission of this organization is to enhance the skills and abilities of public leaders and provide a public succession strategy for community leadership. This organization works in parallel with the Wyoming Association of Municipalities. Also, he has provided leadership in several civic and professional organizations serving as a vice-president in a local Rotary Club and President of the New Hampshire Municipal Management Association.

EDUCATION: Mr. Parda graduated from the University of New Hampshire with a Master's in Public Administration (MPA) degree. The MPA augmented his Bachelor of Arts degree in Psychology obtained from Keene State College.

PERSONAL: Mr. Parda is married and enjoys it! He revels in the experience of fly-fishing, hiking and snowshoeing around his home in Jackson, Wyoming.

