



Cover + Transmittal

SCALE Advisory—founded and led by Alec Bahmed, CCIM and Daynon Kirby, CCIM—was built to give public and private owners expertise from the industry’s premier real estate advisors. Certified Commercial Investment Member (CCIM) professionals are widely recognized as the highest standard for advanced investment analysis and transaction execution. They are the go-to deal-making resource across the top of the industry. At SCALE Advisory, we apply that rigor to deliver current-market valuation and highest-and-best-use (HBU) insights, residual land value scenarios, and a transparent, 105 ILCS 5/5-22–compliant sealed-bid process that maximizes qualified participation and proceeds while protecting public trust. Our approach pairs national buyer reach with disciplined process control, clear documentation, and concise, decision-ready materials for administrators and boards. With Alec and Daynon leading valuation/strategy, driving market execution, and offer analysis, SCALE Advisory brings hands-on, operator-minded leadership to help the District set a defensible minimum price, run a broad and fair process, and achieve an outcome aligned with the community’s goals.

- **Prime Consultant: SCALE Advisory**
Principals: **Alec Bahmed, CCIM · Daynon Kirby, CCIM**
 - **Local Assets / Subconsultants:** At Discretion
 - **Subject:** Consulting Services – Willow Springs Property (LTHS District 204)
 - **Submission:** PDF emailed to **Dr. Brian Waterman** (bwaterman@d204.lths.net)
Subject line: *RFP – Real Estate Consulting Services (Willow Springs Property)*
Due: **11:59 PM CST, Fri Nov 21, 2025**
 - **Public posting:** We understand proposals will be made public after Nov 21, 2025.
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I. Brokerage/Team Information

A. Firm Overview (SCALE Advisory)

- Boutique CRE advisory focused on **valuation/HBU**, **go-to-market dispositions**, and **sealed-bid/public-sector** processes for large land assets.
- Typical clients: public agencies, school districts, higher ed, and public/private owners with **>\$5M** in CRE.

B. Key Personnel & Roles

- **Alec Bahmed, CCIM (Principal, SCALE)** – Engagement lead; valuation/HBU; offer analysis; sealed-bid architecture; Board workshops, site access & tours
- **Daynon Kirby, CCIM (Principal, SCALE)** – Marketing strategy; buyer universe mapping; process management; municipal/lender/developer interface, on-the-ground intel
- **Local Assets:** Analyst pool (financial modeling, data room administration), graphic support for public-facing materials, assists with notices and bid day logistics

C. Organization & Communications

- Single point of contact (SCALE). Weekly status calls; shared **data room**; Board-facing updates timed to the meeting calendar.
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II. Project Approach (mapped to RFP Scope)

1) Valuation and Analysis

- **Independent valuation brief** based on **current market** comps and **HBU** for likely buyer types (PD retail/B-1, single-family/senior, mixed), and municipal coordination
- **Residual Land Value (RLV)** scenarios with sensitivity to density, entitlement timing, off-sites, and moratorium/zoning history.
- **Value drivers & drags:** land use regulations, infrastructure/utilities, surrounding pipeline, community posture.
- **Output: Executive Valuation Deck (10–12 slides) + Technical Appendix;** recommendation for a **Minimum Acceptable Bid (MAB)** tied to methodology rather than legacy figures.

2) Marketing Plan

- **National-reach strategy:** curated principal/developer list (local, regional, national), institutional land buyers, select homebuilders and mixed-use sponsors; targeted pre-marketing followed by the public packet release.
- **Sealed-Bid architecture (105 ILCS 5/5-22 compliant):** standardized **Bid Form**, earnest money & proof-of-funds, pre-bid conference, public opening script, equal-access **Q&A/Addenda** protocol, and posting cadence.
- **Creative & materials:** buyer packet (teaser + OM), zoning/HBU summaries, maps, due-diligence index; plain-language **FAQ** for the website to maintain community trust.
- **Data room management:** NDA intake, version control, FOIA-aware file compliance, weekly KPI dashboard (inquiries, NDAs, tours, questions).

3) Advisory Services

- **Board & Counsel collaboration** from resolution through award; templates for **minimum price resolution, terms & conditions, and notices.**
 - **Offer intake and analysis:** side-by-side **Offer Matrix** (price, contingencies, entitlement plan, timeline, certainty), interview guide for finalists, and **Recommendation Memo** suitable for a public packet.
 - **Meeting support:** two **Board workshops** (MAB/Process; Offer Review/Recommendation) and attendance at requested public sessions (subject to availability).
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III. Schedule (aligned to District calendar)

We will operate per the District's published sequence (below), providing draft materials ahead of each milestone:

- **Dec 2025** – District to complete survey/update; title update; Village conversations (as directed); communications; **establish minimum price.**
- **Jan 20, 2026 (Action Meeting)** – Adopt resolution; approve terms & conditions.
- **Jan 21–23, 2026** – Distribute buyer packets.
- **Jan 26–30, 2026** – Pre-bid meeting.
- **Mar 4, 2026** – Bid opening (public).
- **Mar 16, 2026 (Action Meeting)** – Board considers award.

Our internal workback dates will deliver: (a) Valuation/HBU & MAB draft by early Dec; (b) full packet & notices draft by early Jan; (c) pre-bid materials & scripts late Jan; (d) offer matrix templates by mid-Feb.



IV. Fee Proposal (no commission; fixed milestones)

Target not-to-exceed (NTE): \$300,000

Reimbursable out-of-pocket expenses at cost (printing, posting, travel, mapping/data, etc.), with approval where required; District to reimburse.

Milestone billing:

1. **Valuation & Analysis + MAB (Dec 2025) ... \$120,000**
 - Market comps, HBU, RLV scenarios, Executive Valuation Deck, MAB recommendation, Board Workshop #1.
2. **Marketing Plan & Materials + Data Room (Dec–Jan) ... \$90,000**
 - Buyer universe, sealed-bid architecture, packet/OM/teaser, notices drafts, Q&A/Addenda protocol; go-live after resolution.
3. **Process Management & Advisory (Jan–Mar) ... \$90,000**
 - NDA intake, tours coordination, addenda, bid opening day support, Offer Matrix & Recommendation Memo, Board Workshop #2.

Payment terms: 40% / 30% / 30% at milestone sign-offs (Net 15)

Note: Similar real-estate disposition services are often delivered under commission-based models (typically 2-10%) that are significantly more costly. Our flat consulting fees provide predictable costs and align incentives around rigorous analysis, transparency, and attentive, board-focused service—while still delivering national marketing reach and transaction-grade execution.

V. Project Governance, Compliance & Communications

- **Compliance:** Process designed to comply with **105 ILCS 5/5-22** (sealed public sale) and Open Meetings/FOIA considerations.
 - **Evaluation rubric (draft for Board refinement):**
 - **Price ($\geq$ MAB): 60%**
 - **Certainty of Close:** 20% (proof of funds, track record, earnest money, timeline)
 - **Plan Feasibility:** 15% (zoning/PD path, off-sites, approvals)
 - **Community Fit:** 5% (construction phasing, traffic, engagement approach)
 - **Public trust:** Equal access to information; Q&A log; schedule transparency; website-ready materials.
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VI. Deliverables (by phase)

Phase 1: Executive Valuation Deck; Technical Appendix; MAB memo; Board Workshop #1.

Phase 2: Buyer Packet (PDF), Teaser, OM, Bid Form, terms & conditions draft; notices; data-room setup; FAQ; KPI dashboard.

Phase 3: Tour agenda & addenda, Bid Day script & logistics, **Offer Matrix & Scoring**, Interview Guide, **Recommendation Memo**, Board slides; archive for public posting.

VII. Assumptions & District Responsibilities

- District/ Counsel provide timely review/approvals of terms, notices, and public postings; District funds statutory publications.
 - District provides available due-diligence materials (survey, title, environmental, utilities) as they are updated.
 - District designates official POC (**Dr. Waterman**).
 - Local Assets: coordination (site access, municipal liaisons, logistics).
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VIII. References

1. L. Michael Osman
 - 305-823-1401
 - lmo1474@aol.com
 2. Khris Pascarella
 - 615-604-3714
 - kpascarella@pearlstreetpartners.com
 3. Michael McCormick
 - 850-585-9777
 - mike@mdinc.com
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IX. Appendices

- **Team bios (1-page each)**
 - **Org chart & RACI (SCALE ↔ Local Correspondents ↔ District/Counsel)**
 - **Sample: Offer Matrix & Scoring Rubric**
 - **Data room index & Q&A template**
 - **Insurance COIs (on request)**
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Appendix A — Team Bios

A1. Alec Bahmed, CCIM — Principal, SCALE Advisory

Role on this engagement: Engagement lead; valuation/HBU; sealed-bid architecture; Board workshops, site access & tours

Summary:

Alec is a CCIM-designated advisor specializing in land and portfolio strategy for public agencies, districts, and private owners with multi-asset holdings. He leads decision-ready valuation and highest-and-best-use (HBU) analyses, residual land value modeling, and sealed-bid/RFP processes for complex land dispositions. Alec’s work emphasizes transparent public-sector procedures, clean documentation, and board-ready communication.

Core competencies:

- Land valuation & **HBU** with residual land value (RLV) scenarios
- Sealed-bid program design (**105 ILCS 5/5-22** compliant) and process control
- Offer analysis & scoring matrices; recommendation memoranda
- Community-facing messaging, FAQs, and public packet preparation

Representative experience:

- Public-owner land disposition (multi-acre sites) with sealed-bid process and board workshops
- Portfolio triage for \$5M+ owners; lease/rollover risk mapping and exit timing views
- Sale-leaseback & capital strategy sensitivity modeling (hold/refi/sell frameworks)

Education & credentials:

- CCIM Designee: Investment, Market & User Decision, and Development
 - Bachelor’s Coursework: Business Administration and Accounting
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A2. Daynon Kirby, CCIM — Principal, SCALE Advisory

Role on this engagement: Marketing strategy; buyer universe mapping; process management; offer analysis, municipal/lender/developer interface, on-the-ground intel

Summary:

Daynon is a CCIM-designated advisor with extensive experience in Acquisitions, Leasing, Dispositions, and Portfolio Operations; including senior-level responsibility for a 770-property, 6.5-million-square-foot national portfolio. He architects national buyer outreach, manages data-room/Q&A cadence, and drives disciplined offer intake and analysis from NDA through public bid opening.

Core competencies:

- National buyer mapping (local/regional/national developers & builders)
- Marketing schedule design; pre-bid conference planning & logistics
- Offer intake protocols; proof-of-funds/earnest money verification
- Comparative offer matrices, scoring rubrics, finalist interviews

Representative experience:

- Nationwide acquisition, lease and disposition programs for private and public owners
- Vacancy-to-velocity programs; market execution with measurable KPIs
- Advisory support to boards and executive staff during processes

Education & credentials:

- The CCIM Institute: JWL Leadership Academy
 - CCIM Designee: Advanced negotiations; Market, Investment and Financial Analysis
 - Bachelor's Degree
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Appendix B — Organization Chart & RACI

B1. Organization Chart (functional)

Board of Education / Superintendent (District 204)

↳ **District Counsel** (Illinois School Code compliance)

↳ **SCALE Advisory (Prime Consultant)**

- Alec Bahmed, CCIM

- Daynon Kirby, CCIM

- Analyst/Design Support

↳ **Subconsultants — (Local Assets)**

- Site access/tours, municipal liaison, local intel

B2. RACI (key tasks)

Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Establish Minimum Acceptable Bid (MAB)	SCALE	Board/Supt.	Counsel; Local Subs	Public (via summary)
HBU & RLV Scenarios	SCALE	SCALE	Counsel; Local Subs	Board/Supt.
Buyer Universe & Marketing Schedule	SCALE	SCALE	Local Subs	Board/Supt.
Data Room Build & Q&A/Addenda	SCALE	SCALE	Counsel; Local Subs	Bidders
Public Notices Drafting (copy/timing)	SCALE	Board/Supt.	Counsel; Local Subs	Public
Pre-Bid Conference & Tours	SCALE	SCALE	Board staff	Bidders
Bid Day Logistics & Opening Script	SCALE	Board/Supt.	Counsel; Local Subs	Public
Offer Intake & Compliance Check	SCALE	SCALE	Counsel	Board/Supt.
Comparative Offer Matrix & Scoring	SCALE	SCALE	Counsel; Local Subs	Board/Supt.
Recommendation Memo & Board Workshops	SCALE	SCALE	Counsel; Local Subs	Public (post-award)

Note: District remains the decision-maker; Counsel reviews for statutory compliance.



Appendix C — Sample Offer Matrix & Scoring Rubric

C1. Offer Comparison Matrix

(for closed session review; public summary redacted)

Bidder	Bid Price (\$)	$\geq$ MAB?	Earnest Money (% / \$)	PoF	Contingencies	Timeline to Close	Zoning/PD Plan Summary	Track Record (Comparable Deals)	Exceptions	Score Total
Bidder										
Bidder										
Bidder										

C2. Scoring Rubric (draft; Board may adjust)

- **Price ($\geq$ MAB) — 60 pts**
 - $\geq$ MAB and competitive: 50–60
 - At MAB with strong terms: 45–49
 - $<$ MAB (non-conforming): 0 (reject or non-score)
- **Certainty of Close — 20 pts**
 - Verified funds + substantial earnest money + minimal contingencies: 16–20
 - Moderate contingencies/financing: 10–15
 - Heavy contingencies/weak funds: 0–9
- **Plan Feasibility (Zoning/PD pathway & schedule) — 15 pts**
 - Clear entitlement path, realistic milestones, experienced team: 12–15
 - Some uncertainty, reasonable plan: 7–11
 - Unclear/implausible: 0–6
- **Community Fit (traffic, construction plan, communications) — 5 pts**
 - Concrete mitigation & comms plan: 4–5
 - General statements only: 2–3
 - No plan: 0–1

Tie-breakers: (1) higher earnest money, (2) shorter unconditional closing timeline, (3) fewer material exceptions.



Appendix D — Data Room Index & Q&A Template

D1. Data Room Index/Example Structure (Subject to Change)

00. Notices & Instructions

- Bid Instructions (PDF)
- Bid Form (fillable PDF)
- Calendar & Deadlines (PDF)
- Q&A / Addenda Log (PDF)

01. Property Dossier

- Legal Description & Vesting Deed
- Current Survey/ALTA (latest)
- Title Commitment & Exceptions
- Easements/Encroachments/ROWS

02. Environmental & Soils

- Phase I (and II if any)
- Wetlands/Floodplain Maps
- Geotechnical/Soils (borings, if any)

03. Utilities & Infrastructure

- Utility Maps/Capacity Letters (water/sewer/gas/electric)
- Access/Traffic/Signalization Notes

04. Planning & Zoning

- Zoning: **North Willow Springs Rd Corridor—PDD** text & maps
- B-1 (Community Shopping District) allowed uses (reference)
- Comprehensive Plan excerpts / staff memos

05. Prior Disclosures

- Community Updates & Board Briefs (PDFs)
- Prior appraisal (2012/2022)—for reference only (non-reliance)
- Prior unsolicited LOIs (redacted) and District responses

06. Forms & Templates

- Proposed Purchase & Sale Agreement Form (if provided)
- Bid Day Public Opening Script (draft)
- Anti-collusion/Non-Lobbying Certification (if required)

07. Exhibits (Maps/Aerials/Photos)

- Aerials, parcel maps, constraints maps
- Photo set (site & vicinity)

08. Miscellaneous

- Any additional disclosures & addenda

Access protocol: NDA click-through → assigned credentials. Files watermarked “Information Only—No Reliance.” Addenda posted in **00** and pushed via email to all registered bidders.



D2. Q&A / Addenda Template Example (Subject to Change)

Header: Willow Springs Property — Bid Q&A and Addenda Log

Version/Date: [v1.0 / Jan 22, 2026]

#	Date Received	Bidder ID	Question	Response	Addendum? (Y/N)	Posted Date
001		BID-				
002		BID-				
003		BID-				

All bidders receive identical Q&A/Addenda via the data room and email notice.