A SOLUTION TO THE EVERGREEN PROPERTIES

REQUEST FOR QUALIFICATION & PROPOSALS

DDA & CITY OF EAST LANSING
FEBRUARY 24, 2020

PROPOSER/ENTITY
River Caddis Development
Discover Citadel, LLC
1038 Trowbridge Road
East Lansing, MI 48823

CONTACT
John McGraw
jmcgraw@rivercaddis.com
517.420.7393 (C)

TO
Thomas Fehrenbach
City of East Lansing
410 Abbot Road
East Lansing, MI 48823
Introducing

Central Innovation Technology & Arts District of East Lansing

VIEW OUR PROMOTIONAL VIDEO ONLINE

DISCOVERCITADEL.COM
CENTRAL INNOVATION, TECHNOLOGY & ARTS DISTRICT OF EAST LANSING

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RCD has cultivated numerous national relationships to help assemble a team specifically for the CITADEL™. We’ve assembled a world-class team derived from local collaborations with expansive national resources. Collectively, our unique set of skills and collaborative approach to development, construction, design, finance, and partnerships, allow RCD to deliver a diverse product to our hometown of East Lansing. We are confident that we have established the most experienced, capable, and qualified team to execute a timely and successful project in the heart of Downtown East Lansing.

The objective behind the CITADEL™ is to connect people, place, and community in one structure through a joint approach which involves all community stakeholders. This initiative will ignite economic growth and stability to a city prepared for more. East Lansing’s forward-thinking initiatives to demand something more than student housing will result from a state-of-the-art district that will firmly establish the city alongside its counterparts throughout the nation.

River Caddis has control of the Matt Hagan, LLC property to the North of the EL DDA owned Evergreen Properties, and allows the CITADEL™ to extend further North to connect with the City owned property. Owning this property gives an advantage to the development team going forward and better opportunities for massing and collaboration with the City. Through this infrastructure collaboration we plan to work with the City and its utility stakeholders to update clean up the Alley way between Dublin Square and the Evergreen Properties. The CITADEL™ has set forth in motion an exclusive plan that other proposals will not be able to achieve, and RCD is motivated to be part of the end solution.

The redevelopment at Evergreen Properties aims to set the standard for urban sustainable development and serve as a brownfield redevelopment benchmark for East Lansing and Greater Lansing in the future. Smart brownfield redevelopment best practices address the following four categories; Buildings, Environment, Transportation, and Social Infrastructure. RCD’s proposal for the Evergreens site addresses all of four of these issues through sustainable energy and water infrastructure and high technology connectivity. The sustainable solutions will be to achieve both building and surrounding environment goals such lower energy consumption from the grid, minimize potable water consumption, minimize storm water runoff through capture and recycling into public infrastructure.

RCD proposes to collaborate with the Downtown Development Authority and the City of East Lansing to optimize our placemaking approach and full community value of the Evergreen Properties. Together we will work towards successfully achieving the CITADEL™'s innovative property and integral public infrastructure development solutions to meet the needs and objectives of all community stakeholders, both for the short and long term. Our team’s CITADEL™ development proposal provides surety of delivery by strategically implementing today what we can and innovate for tomorrow.
The CITADEL™ is more than one building, it is a district, a place, an idea. The idea behind the CITADEL™ cannot be held under one phase, it will involve multiple phases. We are presenting the CITADEL™ in this proposal in its infancy and first phase. We have designs and plans for multiple phases that will cover other adjacent properties to allow steady and responsible growth in the City we call HOME.

We look forward to the opportunity to meet in person, share our experiences and discuss our integrated, collaborative proposal with EL DDA, and unlock the full value of the site from our development model.

Respectfully,

[Signature]

John McGraw
On behalf of River Caddis Development
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East Lansing is home to a plethora of dynamic businesses in its downtown area, with excellent tech infrastructure. It’s time to leverage this and open up those lines of communication, cooperation, and remove the barriers that are holding our city back. It’s time to cultivate our areas of expertise and emerge ourselves in innovation while nurturing development.

A place to connect people, areas and communities in one structure through a collaborative approach which involves all community stakeholders. The CITADEL is an ecosystem or special environment where innovators, creatives, and entrepreneurs are connected with resources available for our community to thrive (Objective 2-1). The CITADEL is an initiative carefully orchestrated off of WE, rather than ME.
River Caddis is uniquely positioned as a national building group and a hometown success story to fill these needs. Collectively, our unique set of skills and collaborative approach to development, construction, design, finance and partnerships allow RCD to deliver a diverse product to our hometown of East Lansing.

The CITADEL is more than one building, it is a district, a place, an idea. The idea behind the CITADEL cannot be held under one phase, it will involve multiple phases. We are presenting the CITADEL in this proposal in its infancy and first phase. We have designs and plans for multiple phases that will cover other adjacent properties to allow steady and responsible growth in the City we call HOME (Goal: Smart Growth Principles).
Our plan to create a central building that caters to a number of business categories will increase the number of long-term tenants and nurture an atmosphere of common purpose (Action 2-1.4). It will provide opportunity for the downtown area to be open to business to business companies, as well as a ground floor activated by commercial and restaurants that increases the presence in an area of the city not known for heavy foot traffic (Action 2-2).

We can ignite economic growth and stability in a city full of untapped potential. The CITADEL’s vision is centered off six ideas which encompass the values where companies will thrive for decades into the future. Image and Visibility, Agglomeration of Economies, Unification, Programming and Sociability, Location or Proximity and Flexibility (Objective 2-4). We are transformational trendsetters. WE are THE CITADEL.
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This development team is a carefully curated collection of experienced firms, led by principals who are committed to the creation and innovation of vibrant communities. With complementary skill sets and expertise in real estate development, financing, and operations, the development team is committed to collaborating with all community stakeholders. This team was carefully selected to help fulfill the potential of the CITADEL and to address the needs and aspirations of the City of East Lansing and the greater Lansing community. This team consists of industry leaders in developing and operating both mixed-use properties and all varieties of commercial real estate (office, retail, mixed-use, innovative space, headquarter space, public/private infrastructure, social infrastructure, and parking structures). They are experts in development, financing, architecture, specialty construction, energy efficiency and sustainability, community engagement, and property management. With institutional knowledge and experience, they provide the qualifications needed to successfully partner with the City of East Lansing and it’s local stakeholders and to transform the Evergreen Site into a well-designed and constructed CITADEL that serves as a vibrant epicenter for the East Lansing community.

Fundamental to each firm’s operating model is collaboration, not just with their self-selected partners, but also with the broader community. Meaningful engagement and two-way communication with public representatives, residents, community leaders, and local institutions is the only way we can deliver our ultimate goal to find the highest and best use to bring this vision to reality in the most economically efficient way possible. We view our response to this RFQP as the first step in our commitment to working hand-in-hand with the City of East Lansing, DDA, and all community stakeholders to identify and deliver on a plan for the innovation of the Evergreen site that achieves the vision of the CITADEL.

Based in East Lansing, River Caddis Development is a premier developer of commercial real estate, having completed several hundred million dollars of development and redevelopment projects in multiple states. The River Caddis Development team is made up of highly-seasoned real estate professionals with backgrounds in development, engineering, brokerage, law, leasing, financial analysis, and property management, amongst others. They provide in-depth knowledge and collective experiences that enables them to deliver on a diverse gamut of projects with our trademark attention to detail, creativity, commitment to collaborative processes, and focus on sustainability that are the trademark of River Caddis Development.

River Caddis Development is routinely asked to evaluate complex ground-up real estate development opportunities because of their proven track record of deploying creativity, and a willingness to collaborate to navigate from the site selection and approval process to construction completion and stabilized occupancy. The River Caddis Development team is excited to deploy these skills on behalf of the Evergreen site. Details of projects undertaken by River Caddis Development, including a public-private partnership mixed-use development can be found in the River Caddis related projects tab. Within these project examples, you will find cases of market-rate and mixed-income multifamily properties, student housing, retail assets, and commercial spaces, as River Caddis Development is truly a well-rounded development partner. River Caddis Development founders, stakeholders, and employees remain engaged in every community in which they undertake a development initiative, with the first step often involving coordinating with adjacent users and

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neighbors to ensure smooth transitions and compatibility of the proposed improvements. In addition, River Caddis Development team members serve as board members, trustees, and volunteers of numerous charities, hospitals, universities, and other non-profits in their quest to make a difference where they live and work.

The key River Caddis executive accountable for the CITADEL is Director of Development John McGraw. Based in East Lansing, McGraw has extensive experience working closely with project stakeholders to bring value to stakeholders and the communities that River Caddis Development serves. McGraw will oversee all of River Caddis Development’s staffing and resources for the project. McGraw will work in tandem with David Mefford from Neumann Smith, Lynn Rogien from Gilbane Building Company and Chad Harrell from Urban Campus & Core. In support of John McGraw is the full strength of River Caddis Development.

Neumann/Smith Architecture is a distinguished design firm noted for its creativity in achieving client goals. That creativity has distinguished our work for five decades, earning the firm over 200 awards including the prestigious AIA Michigan Architecture Firm Award and numerous features in the international architectural press. We have received commendations for exemplary teamwork including Marvin M. Black Excellence in Partnering Awards. Our expertise in addressing technical issues and our ability to manage complex projects have been recognized by several Build America and Build Michigan awards from the Associated General Contractors of America.

Founded in 1968, Neumann/Smith continues to build on its history of design excellence with a talented group of individuals who share an unwavering commitment to exceptional service and the highest standards of professional practice. The firm specializes in architecture, planning, interior design and historic preservation for corporate and municipal offices, mixed-use developments, multi-unit housing, parking structures, commercial and retail centers, and higher education facilities. We provide comprehensive architectural services. Our focus on architecture allows us to excel in our profession. It gives us the freedom to bring together the best engineering and specialty consultants to meet the unique needs of each project. Our architects and interior designers are skilled in master planning, site evaluation, feasibility studies, space planning, architecture, interior design, and project management.

Collaboration is a routine part of our practice. We typically hire civil, structural, mechanical and electrical engineers, and landscape architects. We often utilize the consulting services of nationally renowned specialists in audio and visual technology, data and communications, lighting, and acoustics. Our long-term working relationships with many of our consultants provides the efficiencies and integrated communication typical of a large A/E practice, plus the creativity and checks and balances of independent firms.

Gilbane Building Company is a family-owned, global, comprehensive construction and facilities-related solutions firm. Building upon the success and proven track record of 150 years of experience, Gilbane is recognized as an industry leader that delivers innovative building solutions - from state-of-the-art sustainable buildings to the latest applications in construction methods and technology.

Operating in more than 45 offices worldwide, our 3,100+ multidisciplinary professionals are capable of
executing multiple, geographically dispersed projects, performing over 650 concurrent projects – each adhering to Gilbane’s commitment to safety and quality with a determined effort to exceed our clients’ expectations. Gilbane has an extensive knowledge of the Michigan market including typical construction processes, subcontractors and suppliers. Our established relationships with contractors and vendors, local and state authorities and top professionals throughout the state have resulted in many satisfied clients.

In the fast-paced business world, corporate/commercial facility construction requires speed and cost management without sacrificing quality. Through collaboration, innovative processes and a superior safety record, we help you meet your project goals on-time and within budget. The implementation of Lean practices and integrated project delivery methods ensure quality construction within the project timeline. Our ability to bring your vision to life is unmatched; Gilbane’s success is based on our understanding that an organization’s culture drives the work space. Gilbane is currently the #6 ranked office builder in the nation by Building Design & Construction. In the past 10 years alone Gilbane has completed nearly 600 commercial projects totaling over $8 billion and 35 million SF. More than 80 projects are corporate headquarter buildings.

As a top commercial builder with local resources, we will leverage our experience and capabilities to facilitate a well-managed, high-quality project that meets your specific needs for the Evergreen Properties project.

URBAN CAMPUS & CORE is a Development and Real Estate Advisory Firm that specializes in innovative property and integral infrastructure development solutions for municipalities, universities, government agencies, multifamily and private investors. We are a minority and service-disabled veteran owned small business firm with over 30 years of development experience. As professionals we bring a unique depth of experience from their educational, corporate and entrepreneurial endeavors. Collectively we have overseen the development of over 62M square feet of sustainable development and raised nearly $1.8B in debt and equity for project partners. UCC and future real estate assets. UCC leverages our in-depth knowledge and experience in real estate & infrastructure development and lifecycle asset management to maximize the value of our clients’ current and future real estate assets.

Ameresco, Inc. was incorporated on April 25, 2000 in the State of Delaware and became a publicly traded company in 2010 on the NYSE under the symbol AMRC. With its corporate headquarters in Framingham, MA, Ameresco has more than 1,000 employees in over 70 offices providing local expertise. Part of the company’s growth over the last 19 years can be attributed to the acquisition of energy services companies that have complimented and enabled the company to broaden its offerings, expand its geographical reach, and accelerate growth. Ameresco has consistently retained employees from acquisitions and has several currently filling executive positions. We recognize the value of the people we bring on and see them as high performing contributors to our business. Ameresco, Inc. is a leading independent provider of comprehensive energy services, including energy efficiency, infrastructure development and upgrades, energy security and resilience, asset
sustainability and renewable energy solutions for businesses and organizations throughout North America and Europe. Ameresco’s sustainability services include capital and operational upgrades to a facility’s energy infrastructure and the development, construction, ownership and operation of renewable energy plants. Ameresco has successfully completed energy saving, environmentally responsible projects with colleges and universities, K-12 schools, federal, state and local governments, healthcare, housing authorities, and commercial and industrial customers. Ameresco was founded in 2000 by George P. Sakellaris, a pioneer in the energy service business. Mr. Sakellaris’ vision for Ameresco was to create a flexible and nimble independent company that provides its customers a broad range of customer-focused services with the stability to deliver on its promises. This vision has been instrumental in Ameresco’s position at the forefront of influencing and reshaping the industry and delivering customer satisfaction. Strategic acquisitions of complementary engineering, asset management, and energy data analytic firms and businesses, and owned assets have been an important part of our historical development.

Ameresco’s experience working on active mixed-use commercial sites and campuses has given us unique insight into the development, implementation, and phasing of energy projects to meet the unique scheduling, logistical, and budgetary requirements of our clients. Ameresco has the expertise required to successfully design and implement projects of nearly any size or scope, including the project CITADEL envisioned by River Caddis.

Our approach to delivering a comprehensive energy project is centered upon working closely with all project stakeholders to collaboratively develop solutions that meet the client’s unique operational and financial goals. Ameresco’s independence allows us to be nimble and transparent in the development of any project, always making design and technology choices without bias, delivering the maximum value for the lowest possible cost.

Additional strengths and capabilities include knowledge of tax codes, federal assistance programs, applicable tax credits available, and a current and informed perspective on the ever-changing local utility-based renewable energy credit programs. This understanding of the contracting requirements, permitting process, integrated work process, utility interconnection, building codes and standards, system commissioning, energy monitoring, and operating an energy system is unparalleled.

Ameresco has developed, implemented, and operates many energy supply projects throughout the country for many different client types. Ameresco provides development, secures financing, designs, and constructs all of its energy supply and infrastructure projects. We work with utilities to maximize incentives and also to develop the most robust interconnect strategies for DER systems and resiliency. Further, Ameresco is a recognized leader in adapting renewable energy sources for cogeneration. These off-grid solutions meet onsite power needs with clean, energy-efficient plants that can be built out or upgraded to become independent power generation facilities with revenue potential for their owners.
OWNERSHIP STRUCTURE

CITADEL

DISCOVER CITADEL, LLC

(RFP REQUIREMENT)
Development Entity

(RFP REQUIREMENT)
Intended partners

KEVIN MCGRAW

JOHN MCGRAW

WILLIAM DEMMER
3.1: RIVER CADDIS DEVELOPMENT RESUME`S
3.1.1: JOHN MCGRRAW
3.1.2: KEVIN MCGRRAW
3.1.3: BILL DEMMER
3.1.4: MIKE DRIVER

3.2: NEUMANN SMITH RESUME`S
3.2.1: GENE CARROLL
3.2.2: DAVID MEFFORD

3.3: GILBANE BUILDING COMPANY RESUME`S
3.3.1: LYNN ROGIEN
3.3.2: JON BOS
3.3.3: JOHN MEDINA

3.4: URBAN CAMPUS CORE RESUME`S
3.4.1: CHAD HARRELL

3.5: AMERESCO RESUME`S
3.5.1: NICHOLE BULGARINO
3.1: RIVER CADDIS DEVELOPMENT

3.1.1: John McGraw
3.1.2: Kevin McGraw
3.1.3: Bill Demmer
3.1.4: Mike Driver
WORK HISTORY

Director of Development
River Caddis Development, 2012 to Present

Associate Broker
Midwest Realty Group, 2010 to 2012

ACADEMIC HISTORY

Purdue University Global
MBA - Finance, 2019-Present (2021 Projected Graduation)

Grand Valley State University
Bachelor of Science, Liberal Studies · Focus in Real Estate Development
· Member of the Division II Grand Valley State Golf Team 2004-2006

FOCUS/ROLES
· Generation of all new developments
· Land/Property acquisition
· Mixed use development
· Student housing development
· Market rate, affordable, workforce housing development
· Multilevel parking garage
· Commercial/industrial development
· Market research and reports
· Commercial brokerage (retail, office, industrial)
· New tenant/development negotiation
· Reviewing potential opportunities in markets over the United States
· Commercial/residential property management
· Multifamily leasing and turn over
· Brownfield submissions/approvals
· Redevelopment/renovations of distressed properties
· Construction management
· General contractor of tenant build out and construction
· Get approvals for special use permits
· Rezoning/variances through ZBA

CONTACT DETAILS
Direct: 517-703-2107
Mobile: 517-420-7393
Email: jmcgraw@rivercaddis.com
Website: www.rivercaddis.com
Address: 1038 Trowbridge Road East Lansing, MI

RIVER CADDIS DEVELOPMENT

PROFILE SUMMARY

Experienced in all stages of the development process in a variety of different real estate assets. My role is to bring vision and mission to a tangible reality.

ACCREDIATIONS
· Corporate Commercial Investment Member (CCIM)
· Certified Property Manager (CPM) Designee (January 2020 Designation Ceremony)
· Housing Credit Certified Professional (HCCP)
· License · Real Estate Salesperson, Michigan

MEMBERSHIPS/BOARDS
· National Association of Realtors (NAR)
· Institute of Real Estate Management (IREM)
· Michigan Chapter CCIM
· International Association of Shopping Centers (ICSC)
· Lansing Board of Committees for Holy Cross
· Event Director for IREM West Michigan
· Junior Achievement Mid Michigan Advisory Board Member
**PROFILE SUMMARY**

Kevin McGraw  
President/Founder

- Licensed broker, real estate investor/developer since 1998.
- Licensed to practice law since 1988.
- He has established, created and maintained numerous Brownfield projects, TIF districts, and has experience with dealing with several other types of economic incentives.
- Specializes in working with local governments and communities, and constantly thrives for a "win/win".

**ACADEMIC HISTORY**

Thomas M. Cooley Law School  
Juris Doctorate, Cum laude

Central Michigan University  
Bachelor of Science/Business Administration

**FOCUS/ROLES**

- Origination of new projects
- Acquisition of property
- Municipal entitlements
- Economic incentives
- Drafting of legal documents
- Negotiation and procurement of financing
- Provision of equity requirements
- Oversight of all functions of development

**WORK HISTORY**

President/Founder  
River Caddis Development, 2007 to Present

President/Founder  
KTM Development, 2000 to 2007

Senior Shareholder  
Foster, Swift, Collins & Smith, P.C., 1986 to 2000

**CONTACT DETAILS**

Direct: 517-703-2132  
Mobile: 517-420-2800  
Email: kmcgraw@rivercaddis.com  
Website: www.rivercaddis.com  
Address: 1038 Trowbridge Road East Lansing, MI

**MEMBERSHIPS/BODS**

- State Bar of Michigan  
- Adjunct Professor at Thomas Cooley Law School 88’-98’  
- Board Chair for Homeless Center for Holy Cross in Lansing  
- Sparrow Hospital Foundation Board

RIVER CADDIS DEVELOPMENT
WORK HISTORY

CEO & President
Demmer Corporation. 1994 to Present

CEO/Founder
River Caddis Development. 2007 to Present

CEO
Demmer Holdings

ACADEMIC HISTORY

Michigan State University
Bachelor of Science Mechanical Engineering
Journeyman Machine Tool Designer 1970

Seminar Attendance
Advance TQM Systems training at Tennessee Associates
American Management Associates Development
University of Tennessee Customer Value Determination
Bradford Seminar Simplified Strategic Planning

HONORS/AWARDS

Edward R. Vandervoort Memorial Award, Downtown Coaches Club November 2012 acknowledging contributions to community athletics
Greater Lansing Sports Hall of Fame Richard “Dick” Letts Community Service Award Recipient 2012
Greater Lansing Sports Hall of Fame for the 1963 “Lansing Sexton” football team State Champions
Lansing Regional Chamber of Commerce: For outstanding contributions to community improvement and economic progress 2001 – 2003
Large Tier Michigan Manufacturer of the Year Award Finalist 2008 by Michigan Manufacturers Association
Greater Lansing Manufacturing Entrepreneur Award 2008 (Lansing Business Monthly)
Greater Lansing Master Entrepreneur Award 2008 (Lansing Business Monthly)
MMA awards from the Michigan Manufacturers Association; Large Tier Finalist and John G. Thodis
Large Tier Manufacturer of the Year 2010
Chief Okemos Council, BSA Distinguished Citizen Award 2012
Michigan State University Honorary Alumnus Award College of Agriculture and Natural Resources 2009
Michigan State University College of Engineering Claud R. Erickson Distinguished Alumni Award 2011
Michigan State University, University Distinguished Alumni Award 2012
Michigan United Conservation Clubs “Conservationist of the Year” 2016
Michigan State University, College of Agriculture and Natural Resources Distinguished Service Award 2017
Michigan Natural Resources Commission presented the Thomas L. Washington Award for Lifetime Commitment to Conservation 2017 National Wild Turkey Federation acknowledgement for contribution to North American Conservation 2019
Michigan State University Honorary Doctor of Business Degree 2019

MEMBERSHIPS/BOARDS

-Bill Demmer Chair: President Boone and Crockett Club 12-14
-Board Member: Quality Deer Management
-Board Member: Theodore Roosevelt Conversation Partners
-Board Member: Trout Unlimited local chapter
-Board Member: Lansing Rotary Club
-Board Member: Michigan Tooling Association
-Board Member LEAP Board Member
Michigan Manufacturers Association Board
-Board Member: Lansing Michigan CEO Round table
-Board Member: MSU Varsity Club
-Board Member: Established Demmer Center for Business Transformation
-Board Member: Established Willam Demmer Scholars Program
-Board Member: Established The Boone and Crockett Club within the MSU extension System
-Board Member: Established William Demmer Scholars Program within the MSU college of Agriculture

RIVER CADDIS DEVELOPMENT
WORK HISTORY

Chief Financial officer
River Caddis Development, 2013 to Present

President
Driver Consulting Group, 2010 to Present

Advisor
Ockerlund Capital & Wealth Management, 2006 to 2010

Controller
The Hinman Company, 2001 to 2006

Associate
PricewaterCoopers, 1999 to 2001

ACADEMIC HISTORY

Michigan State University
Accounting

Certified Public Accountant
2002

FOCUS/ROLES

· Tax Planning
· Financial Reporting
· Budgeting
· Debt/Equity Placement
· Governmental Incentives
· Asset Management
· Overall Corporate Strategy
· Risk Management

PROFILE SUMMARY

Responsible for the oversight of all financial functions at River Caddis, which include financial reporting, tax planning, new developments, project management and overall corporate strategy.

CONTACT DETAILS

Mobile: 269-377-1252
Email: mdriver@rivercaddis.com
Website: www.rivercaddis.com
Address: 1038 Trowbridge Road East
Lansing, MI
3.2: NEUMANN SMITH RESUMES

3.2.1: GENE CARROLL
3.2.2: DAVID MEFFORD
Gene Carroll, AIA, LEED AP

PRINCIPAL-IN-CHARGE

Gene is a Partner at Neumann/Smith Architecture with over 35 years of experience. He is actively involved in the satisfaction of our clients and operation of our firm. Under his direction, the firm has implemented new policies, procedures and “green” initiatives to enhance office operations and meet changing client needs.

As Principal-In-Charge, Gene is responsible for all contractual matters and oversees the quality and progress of the project from start to finish.

- Gillespie Group and Caddis Development Group, Midland East End Development (226,155 sf of private development, includes retail shops, restaurants, offices, satellite campus, medical clinic and a wellness center), Midland, MI
- Michigan State University, 1855 Place, Mixed-use development of housing, office, retail and parking on a 39-acre site (1,000 beds), East Lansing, MI
- Zaragon Place Mixed-Use (Residential, Parking, Fitness Center, Retail), Ann Arbor, MI
- Zaragon West Mixed-Use (Residential, Retail, Parking), Ann Arbor, MI
- Gillespie Group, The Outfield Lofts, Lansing, MI
- Caddis Development Group LLC, Trowbridge Lofts (15,000 sf of retail space on the first floor and 57 studio, apartments on the remaining floors), East Lansing, MI
- Gateway Plaza Mixed-Use Development (Office, Condos, Hotel, Retail, Parking), Royal Oak, MI
- Burton-Katzman, The Lofts of West Village Mixed-Use Development, Dearborn, MI
- Skylofts of Royal Oak, Mixed-Use and Parking Structure, Royal Oak, MI
- Centurion Medical Products Headquarters (73,000 sf featuring a two-story atrium with cafe and water feature, conference center), and a 3,000 sf fitness center, LEED Gold, Named 2010 “Green” Project of the Year by CAM Magazine, Williamston, MI
- TI Automotive Headquarters (140,000 sf), Auburn Hills, MI
- Google, Traverwood Building, Ann Arbor, MI
- Google, Regional Offices (7,500 sf), Madison, WI
- First Martin Depot Street Office Building (25,000 sf building designed with a high-tech image and state-of-the-art systems for maximum flexibility and performance to appeal to the University of Michigan and other high tech users), Ann Arbor, MI
- Wayne State University, South Village Parking Structure (920 Cars with 7,000 sf Retail), Detroit, MI

Gene Carroll, AIA, LEED AP
Vice President
Neumann/Smith Architecture
248.352.8310 x1130
gcarroll@neumannsmith.com
www.neumannsmith.com
SOUTHFIELD | DETROIT

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David Mefford, RA, NCARB, LEED AP
SENIOR PLANNER AND PROJECT DESIGNER

David holds a diverse skill set as a senior planner and designer with well over 15 years of direct experience providing architecture and planning services for some of the largest and most reputable developers in the world including Taubman Company, Macerich, Simon Property Group, Oxford Properties Group, and Ivanhoe Cambridge. The majority of his professional experience has been focused in the mixed-use sectors, with a specialty in providing solutions to renovate, reposition and/or expand existing properties to generate higher returns for the developers and tenants, while simultaneously creating an improved asset that resonates with the surrounding community. David holds a vast amount of global experience which allows him to work holistically to produce concepts and solutions that speak to the individual needs of the developer, tenants and surrounding community from initial master planning & concept generation through project design and construction.

- TCF Bank, TCF Tower (21-story Mixed-Use development with office, retail and structured parking), Detroit, MI
- Viridian Group, Atwater Beach Shed (5,500 sf of Mixed-Use, Food Service, and Retail), Detroit, MI
- Macerich/PREIT, Filbert Street Restaurant District, Philadelphia, PA
- Macerich, Fashion District Philadelphia, Renovation & Mixed-Use Expansion, Philadelphia, PA
- Oxford Property Group, Square One Mixed-Use, Mississauga, ON, Canada
- Oxford Properties, Les Galeries de la Capitale, Expansion Master Planning, Ville de Quebec, QC, Canada
- Oxford Properties, Square One Shopping Centre, Mixed-Use Expansion, Mississauga, ON, Canada
- The Taubman Company, Cherry Creek, Mixed-Use Expansion Planning, Denver, CO
- Ivanhoe Cambridge, Tsawwassen Mills, New-Build Planning & Design, Delta, BC, Canada
- Shinsegae, Goyang Samson Center, Concept Master Planning & Design, Goyang, Republic of Korea
- Simon Property Group, Domain Crossing (Phases 1 & 2), New-Build Mixed-Use Planning & Design, Austin, TX
- Vornado Realty Trust, REGO Center, Queens, Repositioning & Expansion Concept, Queens, New York
- Walton Street Capital, Foothills Redevelopment & Expansion, Repositioning & Expansion Planning, Fort Collins, CO
3.3: GILBANE BUILDING COMPANY
RESUME`S

3.3.1: LYNN ROGIEN
3.3.2: JON BOS
3.3.3: JOHN MEDINA
WORK HISTORY

Northwestern Mutual Tower and Commons - Milwaukee, WI
Gilbane provided general contracting services for Northwestern Mutual’s new corporate headquarters in downtown Milwaukee. The 32-story tower adjoins the two-block-long, four-story space known as the Commons. Among other amenities the new development included: casual dining food court open to the public, a 3-acre public green space with abundant gardens and trees, a water feature, benches and walkways; and public access from two main streets to the Commons. The casual dining facility included more than $8M in kitchen equipment and feeds over 5,000 people every day. The project achieved LEED Gold certification.

Lodgic Everyday Community Illini Plaza - Champaign, IL
Gilbane provided tenant redevelopment that included a themed restaurant with outdoor seating, coffee café, retail, office space, childcare, outdoor play area and fitness center.

Michigan State Capital Restoration - Lansing, MI
Project included collaboration and coordination with four design teams, the executive branch, house and senate staff, and was implemented in multiple design and construction phases. This project was one of the most successful historic restoration projects in the country and was completed on time and on budget.

Detroit Coleman A. Young Municipal Center Phase 1 - Detroit, MI
Gilbane is providing construction management services on this 29,000 SF Municipal Center. Scope of work includes new security work and subterranean work to correct water intrusion.

Eastern Michigan University Health and Human Services Building - Ypsilanti, MI
Construction management at-risk project consisting of the demolition of an existing building and construction of a new 70,000 SF building for the school of nursing. Included offices, classrooms and lab space. Project was designed to LEED standards for interior finishes. This was the first LEED project at EMU and Lynn and his staff were instrumental in finding cost effective ways to integrate the LEED components into the project. Completed ahead of schedule and under budget.

ACADEMIC HISTORY

Michigan State University
BS, Civil Engineering

CONTACT DETAILS

Office: 313-202-0242 | 773-695-3568
Mobile: 312-622-7937
Email: LRogien@GilbaneCo.com
Website: www.gilbanelco.com
Address: 1435 Randolph Street, Suite 405, Detroit, MI 48226

LYNN ROGIEN
PRINCIPAL-IN-CHARGE
AREA MANAGER

PROFILE SUMMARY

Lynn is a native of Michigan and has over 20 years of experience in the Michigan marketplace. He is responsible for overseeing Gilbane’s operations in Michigan as well as the Detroit office. Lynn has many trusted relationships in Michigan and is a dedicated, adaptable and articulate executive with 32 years of vast experience in the construction industry. Highly effective in both preconstruction and construction phase services, Lynn brings expertise in several markets including high-rise commercial facilities.

LICENSES/CERTIFICATIONS

› LEED Accredited Professional
WORK HISTORY

Northwestern Mutual Tower and Commons - Milwaukee, WI
Gilbane provided general contracting services for Northwestern Mutual’s new corporate headquarters in downtown Milwaukee. The 32-story tower adjoins the two-block-long, four-story space known as the Commons. Among other amenities the new development included: casual dining food court open to the public, a 3-acre public green space with abundant gardens and trees, a water feature, benches and walkways; and public access from two main streets to the Commons. The casual dining facility included more than $8M in kitchen equipment and feeds over 5,000 people every day. The project achieved LEED Gold certification.

Kerry Global Technology and Innovation Centre - Naas, Ireland
Construction of new four-story, 282,000 SF facility encompasses four blocks (A-D), all directly linked internally and externally within a single building. Scope of work was comprised of a mixture of offices, meeting rooms, customer areas, restaurant, fitness area, office and staff facility accommodations; loading dock; research and development; technology areas and pilot plant labs. The project achieved LEED Silver certification.

Kerry Taste & Nutrition Discovery Center - Beloit, WI
Construction of new kitchen and culinary showcase area for Kerry’s current and future clients. The culinary showcase was design to help Kerry promote their global resources for ingredients and activities in the food and beverage industries.

University of Michigan Ross School of Business - Ann Arbor, MI
Scope included demolition of multiple buildings and construction of a new, 270,000 SF signature structure for the Stephen M. Ross School of Business, which incorporates a spiral form in its shape, large glass winter garden, ascending copper roof, terra cotta/glass exterior skin, roof terraces and gardens. This project achieved LEED-NC Silver certification.

Fresenius Kabi Melrose Park Campus Expansion I Renovation - Melrose Park, IL
Gilbane provided construction management at-risk services for a new facility connected to an existing production unit building that includes a two-story production building, warehouse, central utility building, two-story employee entrance and circulation spine to connect to the existing facility. The overall size totaled 431,000 SF. This project was completed utilizing a fast-track schedule.

Confidential Client Downtown High-Rise Restacking - Chicago, IL
Gilbane was selected to provide general contractor/lump sum services for the 22,000 SF interior buildout of a high-rise building in downtown Chicago.

ExxonMobil Joliet Refinery Cafeteria - Channahon, IL
Gilbane built a 40,000 SF cafeteria that included a new kitchen, service and dining area for approximately 1,200 employees.

ACADEMIC HISTORY

University of Michigan
ME, Construction Engineer Management
BSE, Civil Engineering

CONTACT DETAILS

Office: 313-202-0242
Mobile: 630-688-9261
Email: JBos@GilbaneCo.com
Website: www.gilbaneco.com
Address: 1435 Randolph Street, Suite 405, Detroit, MI 48226

JON BOS
PROJECT EXECUTIVE

PROFILE SUMMARY

Jon is a 17-year construction veteran with extensive experience in commercial projects. As project executive, Jon will provide the leadership to ensure a collaborative team approach with the client to ensure that all parties are working toward common goals and objectives. He is accountable for the overall management and administration of the project from contract award through final acceptance and occupancy of the project. Jon will provide continuity between the preconstruction and construction phases of this project. He will ensure that the project is properly staffed and will serve as client advocate among the project team, design team and subcontractors.

LICENSES/CERTIFICATIONS

› LEED Accredited Professional
› OSHA 30 Hour Trained
WORK HISTORY

University of Michigan Health System, Brehm Center for Type 1 Diabetes Research and Analysis Center - Ann Arbor, MI
This project included the new 226,000 SF academic medical center dedicated to ophthalmology. The eight-story building contains patient care, surgical and clinical research space to support the acceleration of the cure for Type 1 diabetes, six operating rooms, procedure support, clinical research, library, conference space and wet bench labs.

University of Michigan Biomedical Science Research Building - Ann Arbor, MI
New 508,251 SF Biomedical Science Research Building that houses faculty and scientists in a flexible environment for multi-disciplinary research, project collaboration and intellectual innovation. Included as part of this project is a 300-seat auditorium and an animal research facility. The six-level building also contains 240 laboratory modules that each house as many as four researchers.

University of Michigan Ross School of Business - Ann Arbor, MI
Scope included demolition of multiple buildings and construction of a new, 270,000 SF signature structure for the Stephen M. Ross School of Business, which incorporates a spiral form in its shape, large glass winter garden, ascending copper roof, terra cotta/glass exterior skin, roof terraces and gardens. This project achieved LEED-NC Silver certification.

The University of Chicago New Residence Hall & Dining Facility - Chicago, IL
New, 265,000 SF residence hall and dining facility. The project was comprised of an 800-bed residence hall with single-, double- and apartment-style suites in one high-rise and two mid-rise buildings; a 539-seat dining facility and a study commons to provide computer facilities and study space.

GM Global Headquarters - Detroit, MI
Renovation of a 2.3 million SF existing office building for the GM Global headquarters. The project involved renovating 104 tenant floors that included new MEP systems, fire alarms, security and data/communication systems. In addition, modernization of 52 elevator cars, mechanical air handling equipment upgrades, new electrical back bone system, four high-rise stair extension work and two high-end executive floor build-outs.

Wyandotte Hospital Addition - Wyandotte, MI
New 160,000 SF, four-level addition to the Henry Ford Wyandotte Hospital included the creation of an all-new Emergency Department, doubling the size of the current emergency facility.

ACADEMIC HISTORY

Michigan State University
BS, Building Construction Management

CONTACT DETAILS

Office: 313-202-0242
Mobile: 313-806-3602
Email: JMedina@GilbaneCo.com
Website: www.gilbaneco.com
Address: 1435 Randolph Street, Suite 405, Detroit, MI 48226

PROFILE SUMMARY

John is a 34-year construction veteran who brings extensive local experience as well as previous experience working on projects that are similar in size and scope. John will ensure your project is managed efficiently and that all schedule, budget, safety, programming and quality goals are achieved. John will also make certain all project challenges are appropriately identified and mitigation plans are in place to ensure on-time completion and that all planning is completed with exacting and detailed precision, ultimately leading to a seamless execution with no surprises.

LICENSES/CERTIFICATIONS

- OSHA 30 Hour Trained
3.4: URBAN CAMPUS & CORE RESUMES

3.4.1: CHAD HARRELL
As Managing Partner of Urban Campus & Core, Chad Harrell is a commercial developer and business leader with over 20 years of proven success in project development, cross-functional management, big-impact strategic planning, and operations. He has demonstrated success in multi-cultural and highly complex business environments and has a record of building teams to drive revenue growth and profitability that enhances competitive advantages through innovation.

While gaining business experience in the private sector, Chad had a 22-year career with the U.S. Air Force Reserves as a fighter pilot, director, and instructor. He holds a Master of Business Administration from The Fuqua School of Business, Duke University, and a Bachelor of Science in Business Management from North Carolina State University. Chad is a member of the Urban Land Institute and the United Kingdom and U.S. Green Building Councils working on zero carbon policy.

SELECT EXPERIENCE AND ACCOMPLISHMENTS

- Responsible for developing, financing and delivering holistic, flexible smart-energy solutions through partnerships for the public and private sectors that include distributed to utility-scale renewable and storage facilities and demand-side energy solutions.
- Led the $160 million energy development for Corvias Army portfolio modernization project across six different geographic locations consisting of 16,000 homes with nearly 6,000 HVAC replacements and 25% utility-related operating expense savings guarantee.

SELECT PRIOR EXPERIENCE AND ACCOMPLISHMENTS

- Provided turnkey services to customers for lower energy costs, grid independence and resilience, and smaller carbon footprint as the Director of Development at Lend Lease Americas.
- Closed first-of-its-kind $150 million capital expenditure (CAPEX) energy savings performance modernization project for over 5,800 homes with guaranteed 32% savings and created $215 million total net cash flow benefit to the client.
- Performed as lead integrator of sustainability and energy activities across development, design/construction, operations/asset management core functions for Lend Lease’s Military Housing Privatization Initiative (MHPI) portfolio consisting of 42,000 homes.
- Managed Lend Lease Program for the U.S. Department of Energy’s Better Buildings Challenge to reduce grid energy consumption across the Lead Lease portfolio by 25%.
- Responsible for $235 million in new business development and managing resources across 16 geographic locations, developing green retrofit and renewable energy solutions to drive savings and consumption reduction for U.S. Army, Air Force, and Navy clients, ultimately deciding on the right capital structure (performance contracts, tax equity, and financial incentives) to efficiently fund projects.
- Founded a real estate development and investment company, Silver Oak Investments. Led and directed the initial strategy and business development for new and existing homes. Responsible for asset management of over $6.2 million worth of residential property.
- Successfully negotiated and closed more than $500 million in energy and infrastructure transactions with the Department of Defense (DoD).
3.5: AMERESCO
RESUME
3.5.1: NICHOLE BULGARINO
PERSONAL PROFILE

Ms. Bulgarino is an Executive Vice President for Ameresco, a leader in Energy Efficiency and Renewable Energy Solutions. She is responsible for the overall management of Ameresco’s dedicated business unit serving federal government customers.

Ms. Bulgarino has over 20 years of experience in developing and executing innovative energy efficiency and distributed energy solutions through multiple diverse contract structures. Ms. Bulgarino has overseen the development and implementation of over $2 billion in federal energy projects, including deep energy retrofits, advanced microgrids, and customer-sited power purchase agreements (PPA).

As the general manager for Ameresco’s federal group, Ms. Bulgarino oversees 260 professionals specializing in business development, engineering, commissioning, construction, operations and maintenance, and performance assurance. Under her leadership, Ameresco Federal Solutions has developed and delivered projects featuring efficiency, generation, and resiliency solutions to the Department of Defense, Department of Energy, General Services Administration, the Veterans Administration, the Department of Justice, the Department of Interior, the Environmental Protection Agency, the Department of Commerce, and other civilian agencies.

Ms. Bulgarino is a seasoned industry executive with strong leadership and strategic execution talents. A recognized leader within the industry, she has presented on technical and business panels at major conferences and has skillfully developed solutions for some of the most highly regarded federal agencies across North America. As a leading woman in technology, she demonstrates the unique balance of developing and managing complex technical projects, while promoting strategic, long-term corporate success.

Ms. Bulgarino is a licensed professional engineer and earned a Bachelor of Science degree in chemical engineering from the University of Tennessee and an Executive Management and Leadership Certificate from the Massachusetts Institute of Technology.
4.1: RIVER CADDIS DEVELOPMENT
4.1.1: EAST END MIXED USE
4.1.2: BOISE, ID P3 MIXED USE
4.1.3: AMES, IA MIXED USE

4.2: NEUMANN SMITH
4.2.1: 1855 PLACE
4.2.2: BCBS MULTIPLE OFFICE
4.2.3: CAMPBELL EWALD
4.2.4: MITC
4.2.5: DTE HEADQUARTERS
4.2.6: MADISON BUILDING
4.2.7: JACK HEADQUARTERS

4.3: GILBANE BUILDING COMPANY
4.3.1: NORTHWESTERN MUTUAL
4.3.2: JOLIET REFINERY CAFETERIA
4.3.3: MCCORMICK GLOBAL HQ
4.3.4: KERRY GLOBAL TECHNOLOGY AND INNOVATION CENTRE
4.3.5: GOODYEAR HQ
4.3.6: EXXON MOBIL CAMPUS PROJECT

4.3: AMERESCO
4.4.1: GSA NATIONAL ENERGY
4.4.2: ISLAND PALM
4.4.3: SAN DIEGO SERVICE CENTER
4.1: RELATED PROJECTS
4.1.1: EAST END MIXED USE
4.1.2: BOISE, ID P3 MIXED USE
4.1.3: AMES, IA MIXED USE
River Caddis Development and the Gillespie Group were selected by community stakeholders to plan, design, construct and manage a “live/work/play” environment in downtown Midland, Michigan. River Caddis and Gillespie Group formed Midland Downtown Partners, LLC, which collectively designed a multi-phase redevelopment project which includes retail, professional office, and medical clinic/office, appropriately labeled “East End.” This 224,000 square foot mixed-use building is complete with office, medical, and retail users on the ground floor (restaurants, medical clinic, retail banking), and the upper three floors are comprised of professional offices.

East End delivers a “Sense of Place” by tying the formerly underutilized north area to the existing downtown, creating vibrancy. This vibrancy was created by numerous aspects, including: 1. Walkable Community; 2. Flexible retail space; 3. Convenient parking for retailers; 4. Pedestrian circulation, coordinated with the Great Lake Loons Stadium; 5. Mix of commercial and non-commercial activity; 6. Casual social interaction areas.
BOISE CADDIS
BOISE, ID

Boise Caddis Apartments, currently under construction, will occupy most of a city block in Downtown Boise. The development underway includes both the parking structure and Boise Caddis Apartments, which will be located above the parking garage. Upon completion, the parking garage will be sold to the County, intended to primarily serve the nearby Ada County Courthouse. River Caddis Development will bring the experience gained from this process to East Lansing.

The project development cost is projected at approximately $50 million and will feature mixed-use space and 174 apartment units constructed on top of the parking structure. The parking structure will have 400 parking spaces and serve both the residential tenants and Ada County.
The site initially consisted of seven properties totaling 1.8 acres, all of which housed a combination of residential dwellings and commercial buildings, including a gas station. The vision was to create a pedestrian-to-campus location and amenity offering directly across the street from top-tier Iowa State University given its steady growth. Located on the prominent Lincoln Way at Sheldon corner and bordered by Hyland, the 6-story project was designed to enhance the vitality of the site. Obstacles included environmental contamination, multiple lot consolidation, and varying grades. An exceptionally well designed and aesthetically pleasing 320,000 square foot, 6-story mixed-use building consisting of 537 beds in a mix of studio, one-, two-, three- and four-bedroom floor plans, along with a small boutique hotel and 7,500 square feet of retail to the market. In addition, 20 boutique hotel rooms are provided to the public catering to professors, future students, parents and professionals visiting the campus. The additional rooms provide ultimate convenience with immediate proximity to campus that no other hotel provides in the area.
4.2: RELATED PROJECTS

4.2.1: 1855 PLACE
4.2.2: BCBS MULTIPLE OFFICE
4.2.3: CAMPBELL EWALD
4.2.4: MITC
4.2.5: DTE HEADQUARTERS
4.2.6: MADISON BUILDING
4.2.7: JACK HEADQUARTERS
The new “Gateway” to campus supports MSU’s mission to be Bolder By Design by enhancing the student living-learning experience and advancing the university's culture of high performance.

Michigan State University
1855 Place
Office & Retail Development

Michigan State University's new development, across from the Breslin Center, will frame the area and act as a gateway to the campus. With Residential and Hospitality Services (RHS) and MSU Athletics administration finding a new, consolidated home at the site, not only will residents be able to easily secure tickets to the next big game, but the benefits of this new collaborative and efficient workspace will be felt across the university.

The development includes a 102,000 square foot office building for RHS and various units of Department of Intercollegiate Athletics, event ticketing sales, RHS retail space, a community garden, town homes and plenty of open common green space. It also incorporates 1,200 surface parking spaces and 880 parking structure spaces. Combined with the nearby University Village development and land west of the property, it is 39 acres of development.

The development offers a flexible concept, designed to provide a customized experience for both single students and student families in an accessible, walkable, urban setting. New facilities offer a blend of study and community spaces, supporting a new vision for how MSU students live, work and play.
Neumann/Smith has had an on-going relationship with Blue Cross Blue Shield of Michigan (BCBSM) since 1995.

Blue Cross Blue Shield of Michigan
Multiple Projects

Recommendation Letter written for Neumann/Smith Architecture from:
Ray Warner, Director, Facilities and Support Services
Blue Cross Blue Shield of Michigan

"Blue Cross Blue Shield of Michigan (BCBSM) has had the pleasure of an on-going professional relationship with Neumann/Smith Architecture for many years, beginning in 1995 with the design of our Jefferson Avenue Parking Structure. The design challenge was to maximize the density of parking on a prominent but very narrow urban site. Sandwiched between the glass and aluminum office building that it serves and a six-story historic brick neighbor, and directly across the street from the Renaissance Center, the structure needed greater presence than typical parking structures. Neumann/Smith designed a curving front façade that provided an interesting counterpoint to neighboring high-rise office blocks coupled with a vertical shaft of elevators with exposed glass cabs and a sloping metal roof that altogether provides a dynamic and kinetic level of detail not often found in such utilitarian buildings. The project was the recipient of Honor Awards from both AIA Detroit and AIA Michigan as well as an Outstanding Achievement Award from the Engineering Society of Detroit.

In 1996, Neumann/Smith began the design of our Customer Service Center and Parking Structure at the edge of Detroit’s Bricktown and Greektown communities. They showed great sensitivity in designing the six-story office building and five-level parking structure in complement, but not detract from the prominence of the existing 22-story office tower while fitting into the predominantly brick neighborhood, including the adjacent historic Detroit Center & State Building with the only remaining Victorian cast iron façade. Their creative solution of building the parking structure over the air rights of an existing public road allowed them create a block-long brick-paved pedestrian plaza with benches, sculpture and groves of trees for the enjoyment of the community, one of a very few spaces of its kind in all of downtown."
Fostering collaboration, while also providing varying levels of privacy was key to the design which brought together 13 unique departments.

Campbell Ewald Headquarters

Advertising agency Campbell Ewald examined several options for relocating their headquarters before falling in love with the "bones" of the former J.J. Hudson Co warehouse connected to Ford Field. Neumann/Smith was hired to design their new space for 500+ employees, customizing every aspect to encourage collaboration and idea sharing.

The "main floor" of the space sets the stage for the 4 floors above. Centralized boardroom-style seating and cafe meeting configurations allow for large gatherings and events, while surrounding areas provide places to do business and collaborate. A four-story LED screen with the ability to add customized messaging and imagery provides visual impact. Neumann/Smith designed the screen to fill the height of the atrium and create a "WOW" factor. Bench furniture configurations and minimal fixed rooms were selected to create a more open and collaborative environment. The space features other sustainable solutions including reclaimed barn wood from Michigan, counters made of concrete, and chairs with recycled content and environmentally-friendly fabrics.

Interior partitioning was kept minimal to accentuate the openness and historic feel of the space. Original concrete floors were ground and polished. Structural steel members on higher floor levels were sandblasted and painted to reveal their original industrial flavor. Existing bell concrete columns were cleaned and preserved in their existing condition to reflect a more experienced appearance. To control sound and acoustics, several inches of a spray-on "K-13" sound agent was applied to the ceilings. This agent uses shredded, recycled newspapers and supports a more sustainable approach.

The office features highly unique finishes. Brass press plates dating back to an age before digital print production adorn the lobby's ceiling. Each plate features a vintage Lowe Campbell Ewald advertisement from the 1950s to the 1980s and strengthens their personal identity with their new space.
The design concept began with the idea of creating extremely large floor plates to allow dialogue and interaction.

**MAV Development**

**Michigan Information Technology Center (MITC)**

The Michigan Information Technology Center (MITC) was envisioned as the region's largest internet research hub. Every square foot of the tenant spaces was served by a raised floor, allowing complete flexibility in running data and power to any point. Even coat room lockers at its spacious conference center contained electrical plugs for charging a stowed laptop.

The design concept began with the idea of creating extremely large floor plates to allow dialogue and interaction between tenants, resulting in a typical floor plate area of nearly 50,000 sf. The floor plates were left clear of vertical intrusions of core elements by grouping the stairs, elevators around an open atrium.

Tenant spaces and the data center were separated off the atrium by varying levels of card access devices while visitors had access to conference and demonstration areas as well as the Michigan Internet Hall of Fame and an internet history museum. Organizing the cores into concise groupings outside the lease space allowed the initial interior layouts for tenants to be unhindered and allowed endless possibilities for change.

The core elements are accessed via bridges that overlook the main lobby floor below. It is conceived that portions of the museum or aspects of the demonstration functions could be incorporated with the lobby. Together the lobby and its bridges become the "people place" or heart of the building, a place for informal exchange of ideas. The atrium is largely glass enclosed, being sun-filled by day and emitting artificial light by night, becoming a beacon-like symbol of technology in the new millennium.
Neumann/Smith created a new corporate campus integrating architecture and site design, blurring the line defining interior and exterior space. A grand new entry, vibrant Town Square, and uniquely designed urban green space create a special environment for employees and a new identity for the company.

**DTE Energy**

**Corporate Campus Enhancements**

Visitors are greeted by a dramatic new gateway where water flows from three arches that frame the main driveway into a 26,000 sf reflecting pond. The great sweep of shimmering water meets the translucency of glass at the new front door, a commanding lobby, sixty feet high and 165 feet wide, set under a cantilevered roof that shades the completely transparent, canted front wall. A second floor conference room partially cantilevers into the lobby, offering a great view of the ringed garden and reflecting pool. A new glass-enclosed Town Square connects three vintage buildings in the complex and is the heart of a vibrant food-service and conference center. The 42,000 sf multi-purpose space includes a cafeteria, full-service kitchen, convenience store, coffee bar and meeting rooms. The campus revitalization also included renovation of 31,500 sf of existing interior space, giving the entire facility a fresh and cohesive appearance.

Additional amenities include a Java City coffee bar, and a convenience store. Four private dining rooms, with conferencing capabilities, provide a convenient central meeting area to conduct business. A state-of-the-art audio/visual system, including a 36-screen plasma array and theatrical lighting, allows for presentations and events for an audience of up to 1,000 people. A sloping transparent glass wall opens the space to an 8,000 sf outdoor courtyard with casual seating and a water feature. The new site design features interconnected walking paths through a landscape of intricately mounded earth. The new outdoor environment forms a dynamic linear park, including a sunken amphitheater, that is the multi-use core of the campus.

The project began with the creation of a glass-enclosed pedestrian bridge linking an adjacent parking structure to the service building which shifted access for the entire employee base from the front to the back of the complex. The new pathway inspired the creation of a new “Town Square” corporate commons.

The campus revitalization also included renovation of 31,500 sf of existing interior space, giving the entire facility a fresh and cohesive appearance.
A “think tank” for young and creative minds.

Bedrock Detroit
Madison Building

Bedrock saw the potential to transform the 1917 Madison Building into a hub for high-tech entrepreneurial activity and special events that would be instrumental in the rejuvenation of the City of Detroit. Floors 2-4 offer space for anchor businesses and a “desk-for-a-day” environment for enterprising “techies.” The design combines the existing rawness of clay tile ceilings, exposed brick, steel columns and beams, and concrete floors with instances of playful graphics, urban light sculptures, and modern furniture.

Open office space with benching style workstations fosters collaboration. Breakout spaces are provided throughout the floors, separated by low meandering walls with writable surfaces for brainstorming. A variety of conventional and unusual seating, including “bubble” swings, encourages tenants to congregate or collaborate informally. The fifth floor offers state-of-the-art meeting and gathering spaces, including a two-story auditorium. The roof deck provides a unique multi-purpose event space featuring dramatic views.

Nearly 10,000 sf, the 5th floor offers meeting and gathering spaces, including a 2-story auditorium that seats 140 people, 2 private conference rooms, lounge seating and tables, and bar facilities. A full catering kitchen supports the various functions.

One of the jewels of the project is the unique rooftop terrace that provides stunning views. The space contains two bars, a commercial kitchen with three barbecues, and multiple flat screen televisions. Drink shelves separate the three levels and stainless steel cables ring the terrace to enhance the mostly unobstructed views. The look is modern, with lighting, touches of wood, foliage, and a fire feature to soften the space.

Close collaboration utilizing a series of “real time” working sessions were instrumental in completing the project within six months.

CONFIDENTIAL AND PROPRIETARY INFORMATION FOR CITY OF EAST LANSING
BIM made it possible for the team to visualize issues early in the process and address them before they became greater challenges.

JACK Entertainment LLC
Headquarters

Incorporating a modern office space inside a building built in 1868, Neumann/Smith provided architectural design services for JACK Entertainment’s new headquarters in the Greektown District of downtown Detroit.

The project involves the renovation of a four-story, former school into a five-level commercial space, with the main level reserved for future commercial tenants and the upper levels (including a new fifth level mezzanine) renovated into offices.

In developing the design and construction drawings, BIM played a critical role in helping to create a well-coordinated and detailed set of documents. Neumann/Smith and its mechanical, electrical and plumbing (MEP) and structural engineers each used Revit in order to create their drawings, which was an immense help to the team in many aspects, such as phasing and overall coordination of design.

The use of BIM made it possible for the team to visualize issues early in the process and address them before they became even greater challenges as the design progressed. Revit was used in team meetings along with owner meetings to show design progress and to problem solve.
4.3: GILBANE BUILDING COMPANY

4.3.1: NORTHWESTERN MUTUAL
4.3.2: JOLIET REFINERY CAFETERIA
4.3.3: MCCORMICK GLOBAL HQ
4.3.4: KERRY GLOBAL TECHNOLOGY AND INNOVATION CENTRE
4.3.5: GOODYEAR HQ
4.3.6: EXXON MOBIL CAMPUS PROJECT
GILBANE AT A GLANCE - MICHIGAN

Gilbane has been operating in Michigan for over 40 years.
Clients include General Services Administration, Pfizer, General Motors Corporation, University of Michigan, Michigan State University, Wayne State University, Ford Land and Corvias. Additionally, we have been conducting work for a confidential telecommunications client in Michigan since 2012.

2019 ENR Midwest and Building, Design + Construction Contractor Rankings
- #1 K-12 Contractor
- Top 10 Contractor
- #3 Education Contractor
- #3 Entertainment Contractor
- #4 Industrial Process Contractor

Gilbane Building Company
1435 Randolph Street, Suite 405
Detroit, MI 48226

t: (313) 202-0242
f: n/a
www.gilbaneco.com

https://www.linkedin.com/company/gilbane-building-company
https://www.facebook.com/GilbaneBuildingCompany/
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https://www.youtube.com/channel/UCfXHHyy8jH6cyFMf8OzB7JA
https://www.instagram.com/gilbanebuilding/

BUILDING IN MICHIGAN
SINCE 1975
- Detroit • Ann Arbor
- Grand Rapids • Warren
- Pontiac • Flint
- Saginaw • East Lansing
- Manistee • Manistique
- Mount Clemens • Zeeland

LOCAL MICHIGAN EXPERIENCE WITH SCHOOLS AND CORPORATIONS

WAYNE STATE  GSA  Pfizer
Mazda  Michigan Department of Corrections
Hines  Ford Land
Corvias  MeadJohnson Nutrition  GM
Schoolcraft Memorial Hospital
Northwestern Mutual Tower and Commons
Milwaukee, Wisconsin

Gilbane provided general contracting services for Northwestern Mutual’s new corporate headquarters. This important project was built in downtown Milwaukee along the lakefront and allows the company to better serve the expanding needs of its more than four million policy owners and clients. The Tower and Commons project preserved 1,100 downtown jobs while creating 1,900 new jobs at the company’s downtown Milwaukee campus.

The 32-story tower (approximately 550 feet tall) adjoins the two-block-long, four-story space known as the Commons. Scope of work also included renovations to the existing south office building atrium and basement, as well as two, new replacement bridges that connect the new building to the existing north office building and the Van Buren building.

The tower includes offices and support areas on floors 6-31, a 25,000 SF fitness center on the entire fifth floor, an employee lounge, and conference rooms on level 32. The commons building houses the employee dining hall, kitchens and serving areas, training rooms, a Starbucks location, credit union and multipurpose room. The commons also encompasses the Identity Center, an interactive museum focusing on Northwestern Mutual’s history and community impact in Milwaukee.

The new development also includes a three-acre public green space with abundant gardens and trees.

Upon completion, the project schedule totaled 36 months, including the TI portion, with substantial completion at 34 months. The new development is located on the site of the former east building, which was deconstructed in 2014.

The project achieved LEED Gold certification.
ExxonMobil, Joliet Refinery Cafeteria
Channahon, Illinois

Building on our high percentage of repeat work, Gilbane partnered with our long-standing client, ExxonMobil Corporation, to serve as the general contractor for their Joliet Refinery Cafeteria project. The construction of this new single-story cafeteria encompasses approximately 40,000 SF of space within the refinery.

The new building includes three main areas including a kitchen, servery and dining area. Scope of work also included an enclosure on the south façade of the building that covers a stair tower leading to the roof, as well as an area for mechanical units located on the outside of the building. Also included was the construction of a canopy stretching from the main office building located on the west side of the building to the new cafeteria.

The ExxonMobil team worked diligently throughout all phases of the project, enforcing a safety standard that is second to none. With intentions of spreading awareness of the importance of safety, the Gilbane team implemented a site-specific safety program to ensure the safety of everyone in and around the construction site including ExxonMobil staff and our project team. Several proactive tools were utilized throughout the project including a detailed orientation video, site-specific orientation, and ExxonMobil’s Loss Prevention Systems (LPS) that provided the project team with seven effective tools to practice on a daily basis. The success of this project has served as a paradigm for safety practices for all Gilbane projects.
McCormick Global Headquarters
Hunt Valley, Maryland

Gilbane provided the preconstruction and construction management services for the core and shell and the tenant interiors work for the new seven-story, 380,000 SF global headquarters for McCormick Spice Company. Our involvement in the project began when the developer was responding to the request for proposal issued by McCormick and Company and its real estate advisor. Our team, under executive leadership, provided construction budgeting, cost analysis, schedule development and management.

Designed to maximize employee flexibility, the new campus-like facility features:

- Open floor plans with a wide variety of workspaces, huddle rooms, think tanks and collaboration spaces that provide employees with the ability to choose the environment that best suits their needs and preferences.
- State-of-the-art test kitchens for product development and flavor innovation.
- A brand-new employee café that showcases McCormick’s many global brands and culinary innovations.
- A gourmet coffee bar, as well as pantries at the center of each floor, which serve as hubs for employee connection.
- Onsite culinary education, incorporating high-end cooking equipment and an extensive curriculum.

Situated on a 20-acre site, the project included segregation of use and utilities of a critical Verizon office and call center located on the ground floor. The existing structure was gutted to structure including the removal of the exterior skin. New exterior curtain wall systems were installed along with updated mechanical, electrical, fire protection and plumbing systems. The LEED Gold designed building incorporates locally-sourced, reclaimed wood as well as an indoor green roof with native Maryland plantings.

Additional unique building features include:
- The McCormick Kitchen
- Flavor U
- Sensory Kitchen
- Culinary Conference
- Employee Dining Hall

**ARCHITECT:**
STUDIOS Architecture

**PROJECT SIZE:**
380,000 SF

**CONSTRUCTION COST:**
$105,000,000

**COMPLETION DATE:**
December 2018

**DELIVERY METHOD:**
Construction Management at-Risk

The Architects Newspaper
2019 Best of Design Awards Honorable Mention – Healthcare
Kerry Global Technology and Innovation Centre
Naas, Ireland

The development of the Kerry Group’s Technology and Innovation Centre includes a new addition to Millennium Park in Naas, Ireland. The new four-story facility encompasses four blocks (A-D), all directly linked internally and externally within a single building. Scope of work was comprised of a mixture of offices, meeting rooms, customer areas, office and staff facility accommodations; loading dock; research and development; technology areas and pilot plant labs.

Block A houses office personnel and has a rooftop plant room with an enclosure. Block B is the main reception building and incorporates customer suites, training rooms and a feature staircase, which is open to a skylight above. Block C contains a mixture of offices, laboratories, customer suites, fitness area as well as the main restaurant. The pilot plant in block D contains laboratories, sampling rooms, cold and high-bay dry storage, and a mezzanine walk-on ceiling utilities area.

The project achieved LEED Silver certification by incorporating unique high efficiency and sustainable elements, including IE4 ‘super premium efficiency’ motors within the Air Handling Units, a Combined Heat and Power unit, solar tube collectors, automated smart solar shading control system and triple glazing.

Site provisions included a sprinkler pond with underground pump house, detention basin, LED lighting, and walking path around the site perimeter. Separate entrances are provided to the employees and visitors of the facility.

Multiple Lean principles were incorporated into the delivery of this project. Two 40-foot tall pipework riser modules were prefabricated off-site and erected on-site in the building shafts. The central spine of horizontal pipework utilities from the Block D Central Utilities Building to Blocks C and A was built off-site as prefabricated modules on steel frames, which were erected and connected on-site.

ARCHITECT:
HGA
R&D Architects
PROJECT SIZE:
282,000 SF
CONSTRUCTION COST:
Confidential

COMPLETION DATE:
June 2015
DELIVERY METHOD:
Design-Build

Irish Construction Industry Awards
Commercial Project of the Year
Irish Construction Industry Awards
Industrial Project of the Year
ENR 2016 Global Best Projects Awards
Manufacturing Global Best Project
Goodyear Tire & Rubber Company
Global Headquarters
Akron, OH

This state-of-the-art Class A office building, completed in March 2013, connects to the existing Innovation Center and houses Goodyear’s Chief Executive Officer and North American Tire President. The seven-story building features three, multi-story atrium; an atrium lobby with a monumental stair; four connecting bridges; a fitness center and a full kitchen; and dining commons with indoor and outdoor seating for 600 employees. The facility has been awarded LEED Gold for New Construction v2.2.

High-end finishes are prominent throughout the building and extensive interior glass partitions in offices, open huddle areas, and spacious break areas on each floor promote collaboration among Goodyear employees. Elevator lobbies feature murals of key milestones in Goodyear’s storied history and information kiosks are located throughout the building. All office areas, covering more than 500,000 SF, include 15-inch raised access flooring to accommodate an extensive air distribution system based on a pressurized, under-floor system. This provides user-adjustable, personal air diffusers throughout the space for easy staff reconfiguration.

Lean quality construction techniques were utilized including prefabrication of the water closet racks which were installed on all seven floors. Additionally, the project team conducted quality benchmarks for the office space, CEO suite and commons spaces to evaluate installation and materials. Mock-ups were completed on the curtainwall system with comprehensive spray testing completed after installation to ensure a secure building envelope.

A customized safety plan was executed on the project and the team successfully completed the job with no lost time accidents.

“Goodyear is very satisfied with the work that [the CM team] has done for us regarding our new Global HQ in Akron. On time, on budget and no surprises.”

- Laura Thompson, Vice President, Goodyear Tire & Rubber Company
ExxonMobil Campus Project
Houston, Texas

Gilbane began its engagement on the project in the fall of 2009 assisting with the budgeting, schedule development, consultant selection, constructability and overall logistics to pull together the campus project plan. The campus is located on a 385-acre site in north Houston, Texas.

The campus includes 14 low-rise office buildings, three parking garages to accommodate more than 10,000 employees, and a comprehensive roadway system with bridges, a state-of-the-art central utility plant, and all new utility services to the project site. An open-plan configuration allows maximum flexibility for employees while creating a high-quality working environment. The gateway to the campus is through the energy center, which provides training and conference facilities together with reception and dining areas. Among the features highlighting this modern architecture, is a 180’x180’ glass cube suspended by large cantilever steel trusses. A large central commons area joined by adjacent promenades joins the buildings, both internally and externally, using sustainable materials and natural plantings as part of the overall landscape/landscaping approach to encourage collaboration throughout the workplace. A wellness center is also part of the overall construction which will provide group fitness programs, exercise, and locker room facilities. The campus also includes a child care center which provides services for employee's children including infants through Pre-K.

As a result of the overall scale, the project has provided a great opportunity to bring proactive work practices to multiple trade contracts and set leading industry safety records. The project achieved 17 million hours without a lost time incident.
CAMPUS SITE

The 2.6 acre Central Quad is the center of the campus both geographically and metaphorically as well a highest elevation on campus. The central Quad inspiration and scale were formed by benchmark visits to Trafalgar Square, Union Square, University of Texas at Austin and Yale University. It includes:

East Quad (Energy) and its constituent plazas, Texas gardens and water features provide diverse open space settings for Energy Center and neighboring office buildings.

West Quad (Wellness) complements the program of the Wellness Center by promoting wellness through open space programming including: Wellness Gardens, West Lawn, West Lake Promenades, the pier and West Lake.

North Quad (Nature) design is marked by the close relationship between existing topography and tree preservation, delivering a highly forested environment that serves nature gateway to the existing site beyond.

South Quad (Science) shares design intent similar to the North Quad with a focus on tree preservation and a focus on native landscaping.

INFRASTRUCTURE (PHASE C1)

Tunnels Network 1.8 Miles in length 24 foot wide, (15 – 16) foot in height that connects all buildings to each other and it also contains about 13,000 foot of 36” chilled water pipes.

Three parking garages Northwest (NWP), Southeast (SEP) & Northeast (NEP) to accommodate approximately 8,500 cars, NWP and SEP Garaged are 6 levels high and NEP is 4 levels high, and they all designed to be approximately 50% below grade.

Computing Facility incorporates computing rooms, electrical and UPS rooms and limited work and support spaces for IT Staff; the building is 3 levels high with third level shell space for future expansion.

Central Plant is the source of the mechanical and electrical systems, the Central Plant houses central shipping and receiving (exclusive of food service), central storage, campus security and command operation.

This element consists of a stand-alone cast-in-place concrete structure, clad with Arch PreCast wall panels. This is an N+1 facility with 15,000 tons of Cooling capacity, expandable to 20,000 tons, including 7 Chillers, 1 stand by Chiller and 1 future Chiller space. This facility also houses maintenance & storage functions, loading dock service and Emergency Generator units, Switchgear and campus Building Management & Security Command systems. An adjacent Transformer Yard with 2 incoming public power utility feeds the CUP.

OFFICE BUILDINGS (PHASE C2)

14 Office Buildings were designed to maximize daylight and views for residents, the typical slab “H” plan shape is composed of two nominally 60’ wide linear section of differing length and are carried in the their placement relative to the central core.

“We can easily state that Gilbane is among the best construction firms with whom we have had the pleasure of working with. Not only has their team consistently been highly organized and effective in the field, Gilbane’s staff brings a fresh and innovative perspective to each project. Gilbane has deservedly earned their reputation for offering their clients the utmost degree of professionalism, discipline, integrity and expertise.”

Jon Pickard PAIA, RIBA
William D. Chilton PAIA, RIBA
Pickard Chilton Architects
in an effort to increase visual diversity and open spaces of different scales across the campus. The buildings are also designed to reduce energy consumption by greater than 60% versus standard Houston office buildings. Two Office Buildings have complete dining facilities, and each building is seven-stories.

SPECIALTY BUILDING (PHASE C3)

Child Development Center provides child care and early education services. The single-story center provides care for children ages 6 weeks through pre-kindergarten, the facility has approximately 18 classrooms with direct access to covered patios.

Laboratory is an upstream, five-levels high, research/physical science analytical facility focused on the characterization of rock and soil samples, subsurface geological structures, reservoir behaviors, enhanced extraction techniques, production materials and the applications of computational modeling.

Wellness Center is an aspiration of the campus design is that employees have the opportunity to leave work healthier than they arrived. The Wellness Center is key to this goal by forming the hub of health, medical and fitness functions on the campus. The Wellness Center program is configured around a major three-story glass atrium that defines the western edge of the west Quad, provide views of the campus and views into the activity of the Wellness Center.

Energy Center is the iconic centerpiece of the campus and its dynamic, vibrant spaces serve as gateway to the campus. The Energy Center provides reception for VIPs and visitors; visualization facility; spaces hosting larger community events; and showcases the pride, technology and heritage of the Corporation. The Energy Center anchors the East Promenade, and is composed of the three basic parts: a five-story south wing with Training Center; a five-story north wing with Reception, Town Hall, and Auditorium components; and the “Cube”— a taut, crystalline two-story structure supported on trusses cantilevered from the north and the south components. The Cube houses executive and recruiting functions, conference rooms, dignitary suites, restaurant and café. Floating above the Plaza, the cube allows for dramatic views of the campus and the surrounding woods. The Cube has a unique double-wall system at its outside perimeter. The outer layer has ultra-clear, fritted monolithic glass held by a point support system and a series of glass-floored of catwalks/sunshades. The interior wall is a conventional curtain wall with reverse (outboard) mullion. The space between these two walls is naturally ventilated to reduce heat gain. The underside of the Cube features special lighting effects to provide a luminous, floating appearance at night and a light, airy appearance during the day.

ENERGY CENTER DESIGN FEATURES: THE BUILDING

The Energy Center is considered the “front door” to the entire campus, and the outdoor pedestrian plaza consists of a world map etched in stone along with water features.
With a client comprised of primarily engineers, one of the drivers of the design was to provide a building that would elicit a response from visitors and users of, “How did they do that?” The unique design of the Cube structure intrigues users of the building and elicits that type of response. The entire museum-quality building contains high finishes throughout. Joints, mullions, glass, ceilings, soffits, devices and site lines are perfectly aligned with widths as low as 1/16” to comply with the five-foot module around which the building is designed.

Information pools, which contains digital materials about the campus and ExxonMobil, can be accessed and changed by a sweep of the hand over the screen. The building houses training rooms, a 300-seat auditorium, gourmet cafe and banquet kitchens, dining areas and executive meeting rooms. The Visualization Room will provide a 3D digital ability to locate and explore for product information.

The two buildings supporting the Cube are connected on the ground level, which is tied into the underground tunnel system that runs the utility feeds back to the Central Utility Plant (CUP).

**Atrium Molecule**
Designed by an artist in Australia, the atrium molecule design feature is made up of more than 500 Pyrex® molecule models, which will be suspended from the ceiling in one of the atria down to about the third level.

**Connector Display**
Designed and curated by a firm in Toronto, the connector display is comprised of many of ExxonMobil collection items which support their story, heritage and history.

**Welcome and Energy**
Stainless steel inlaid into the stone flooring are the words “Welcome” and “Energy” in more than 200 languages.

**Quotes and Accomplishments Walls**
Incorporated into selected walls, stainless steel panels honor the various quotes and inventions/accomplishments of notable client scientists and employees or divisions.

**LOGISTICAL CHALLENGES**

Building the 385-acre campus project presented numerous logistical issues. Due to the nature of the design, it was necessary to award the steel as a design assist contract to allow final design to proceed along with the final engineering, which fed directly into shop drawings. The steel erector was part of this early teaming process and was able to incorporate erection engineering elements into the design. The steel was fabricated at multiple plants for coordination and delivery to site. Similarly, the two curtainwall packages were also awarded as design assist, and work sequencing required many atypical installations, all while maintaining consistent layout and module compliance.
4.4: AMERESCO

4.4.1: GSA NATIONAL ENERGY
4.4.2: ISLAND PALM
4.4.3: SAN DIEGO SERVICE CENTER
REGION 9, SAN DIEGO SERVICE CENTER

GSA NATIONAL DEEP ENERGY RETROFIT PROGRAM ROUND 2

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PROJECT SIZE

$24.7 MILLION

Over 30,000 new high efficiency light fixtures
Innovative building envelope measures
462 kW of solar PV systems
Battery storage system employed in conjunction with the on-site solar for energy demand-reduction

Energy Savings Performance Contract
37 energy conservation measures across 3.7 million square feet in 12 GSA-owned buildings

---

ANNUAL ENERGY SAVINGS

$1.4 MILLION

ENERGY CONSUMPTION REDUCTION

40%
MARYLAND

GSA NATIONAL DEEP ENERGY RETROFIT PROGRAM ROUND 1

PROJECT SIZE

$44 MILLION

1 MW solar PV
11,000 + LED lighting fixtures
Reduction of greenhouse gas emissions by 20,000 metric tons annually

Department of Energy
Energy Savings Performance Contract

ANNUAL ENERGY SAVINGS

$2.8 MILLION

ENERGY CONSUMPTION REDUCTION

62%

WATER COST REDUCTION

50%
HAWAII

PRIVATIZED MILITARY HOUSING
ISLAND PALM COMMUNITIES

ENERGY EFFICIENCY UPGRADES

$152 MILLION

New highly-efficient HVAC systems
150,000 residential LED lights
3,000 LED street lights
6.1MW rooftop solar PV energy systems
Maximized utility rebates

Energy security modernization partnership with Lend Lease

ANNUAL ENERGY SAVINGS

$13.8 MILLION

OPERATIONS & MAINTENANCE AGREEMENT

25 YEAR

ROOFTOP SOLAR PV

6.1 MW
TAB 5: DESIGN

5.1: ARCHITECTURAL NARRATIVE
5.2: SITE PLAN PLAN
5.3: 3D RENDERING
5.4: FLOOR PLAN
Starting at the ground level, the architecture that makes up CITADEL has been designed to engage the pedestrian realm with increased fenestration on the facade that breaks down the overall scale of the building. This allows for a strong connection between the interior and exterior, creating opportunities for restaurants and food/beverage experiences that engage the public (Objective 2-2). At the southern end of the building the grand two-level building lobby will provide a dynamic public environment that will act as a beacon and resonate with the building occupants and surrounding citizens alike. While acting as the primary building lobby, the space will also serve as an informal workspace, drawing in the general public as the premiere space for creative people of all types to meet and collaborate. The lobby will be reconfigurable, allowing for the opportunity to host both public and private events for a variety of occasions and activities (Goal: Quality Community Assets). The interior design will bring the exterior materiality and art into the building, playing off the scale and grandeur of the space to provide address and command views from the Grand River Avenue commercial corridor and Michigan State University one block to the south.

As an extension of the ground level lobby, the second level terrace will provide a unique destination within the CITADEL, with seasonal indoor/outdoor spaces that invite collaboration and further help to reduce the scale of the building on the exterior. The upper levels of the building will contain the majority of the formal office space, allowing the educational community, local innovators and global companies to maintain a permanent address to help collaborate with and draw new talent from the rich and diverse pool of the East Lansing knowledge-based community (Objective 2-4).

With approximately 250 spaces (Goal: Parking Management), the parking within CITADEL will provide safe and convenient access for those driving to the site. Access to the parking structure will be from the north side of the building, helping to limit conflict between the pedestrian designed spaces that exist within the portions of the building further to the south. Within the parking structure CITADEL will also provide private space for secure bicycle & scooter parking as well as dedicated charging stations for Electric Vehicles (RFQP Requirement: Green Building Policy).
Zoning (RFQP Requirement: Zoning)
Given the scope of the development, the development team envisions the parcels that make up the CITADEL to be rezoned to B-3, Center City Commercial. The increased level of density of this site under this classification will allow for a development that generates a more significant economic impact, providing increased opportunity for inclusion and jobs for the surrounding community. The B-3 designation will also work to continue the level of development established by the recent Park District and Center City projects in the immediate vicinity.
POTENTIAL ALTERNATE PATH OF VEHICULAR ACCESS TO/FROM NORTH

POTENTIAL ALTERNATE PATH OF VEHICULAR ACCESS TO/FROM EAST

AREA OF INFRASTRUCTURE IMPROVEMENTS

PROPOSED MSUFCU SITE

THE PEOPLES CHURCH
TABULATIONS
COMMERCIAL SPACE: +/- 252,600 GSF
PARKING STRUCTURE: +/- 113,100 GSF
TOTAL GROSS BUILDING AREA: +/- 365,700 GSF
PARKING PROVIDED: +/- 250 SPACES

SCALE: 1" = 60'-0"
6.1: PUBLIC INFRASTRUCTURE

6.2: SOCIAL INFRASTRUCTURE
CITADEL will incorporate innovative and sustainable solutions with energy efficient practices and methodology into the design, build, and operation of the building. Our holistic development approach considers not only the building core infrastructure but also the surrounding community infrastructure future requirements to deliver on 3 CORE outcomes for business and community: affordability, sustainability and resiliency (RFQP Requirement: Green Building Policy).

To achieve these desired place-making outcomes our approach first starts with designing a building with a thermal envelope and building fabric that requires the least amount energy and water load for how the building is intending to used, both today and in the future. These includes developing and right sizing mechanical, electrical and plumbing systems with full life cycle asset management in mind in the design phase. Some of these practices will include superior energy efficient HVAC systems, LED light fixtures with occupancy sensors, water efficient plumbing fixtures, and insulated glazing systems for the exterior curtain-wall system.

Now that we have an optimal energy efficient building and MEP infrastructure our next approach is to look to solve as much of the building energy and water demand through innovative sustainable onsite solutions. These solutions can include onsite generation systems combined with battery storage and multimodal electric charging stations. Such renewable energy generation systems could be rooftop solar and/or building integrated photovoltaics. Additionally, our approach considers smart off-grid LED street lighting for the surrounding environment. With many options for LEDs, options also include a security camera monitoring solution if your application require both lighting and security monitoring.

After optimizing our onsite energy and water solutions the next approach is to offset the remaining building load with innovative offsite solutions to achieves the desired outcomes for affordability, sustainability and resiliency. Our proposed control design for satisfying the above-mentioned outcomes is formulated under Integrated Building Management System (IBMS) for the Citadel. The IBMS is a control architecture for the building that enables monitoring devices and control systems to interact through integration over an open source application program interface (API). It acts as a layer on top of all the Citadel’s MEP systems (e.g. metering, occupancy and ongoing operating data, security systems, transit data, etc) to provide a holistic view and accessibility to the utilization performance of properties and to provide real-time data to building management and tenants.

The redevelopment at Evergreen Properties aims to set the standard for urban sustainable development and serve as a brownfield redevelopment benchmark for East Lansing and Greater Lansing in the future. Smart brownfield redevelopment best practices address the following four categories; Buildings, Environment, Transportation, and Social Infrastructure. RCD’s proposal for the Evergreens site addresses all of four of these issues through sustainable energy and water infrastructure and high technology connectivity. The sustainable solutions will be to achieve both building and surrounding environment goals such lower energy consumption from the grid, minimize potable water consumption, minimize storm water runoff through capture and recycling into public infrastructure.

East Lansing will need to provide a certain amount of infrastructure to/through the immediate area to service the surrounding business and residences, past, present and future. The River Caddis mission is a true collaboration with the City of East Lansing/DDA to provide the best alternative going into the future. The Development stakeholders working on this project have vast experience in vertical (building) and horizontal (underground) wet and dry infrastructure. We are uniquely set apart and willing to assist the City in designing, constructing and financing any and all these infrastructure needs going forward so long as the City
PUBLIC INFRASTRUCTURE

desires to collaborate. The goal of this infrastructure is to help fill the needs of the surrounding area as well designing for future development and connectivity in mind going into the next decades.

Infrastructure - Alternative Site Plan (RFQP Infrastructure Goal)

The below alternative site plan which shows the versatility of our design and site plan, if the city would like to collaborate on its future design in infrastructure. River Caddis has control of the Matt Hagan, LLC property to the North of the Evergreen Properties, and allows the CITADEL to extend further North to connect with the City owned property. Owning this property gives an advantage to the development team going forward and better opportunities for massing and collaboration with the City. Through this infrastructure collaboration we plan to work with the Department of Public Works, City and its stakeholders to update the alley way between Dublin Square and the Evergreen Properties. The CITADEL has set forth in motion a exclusive plan others will not be able to achieve, and the development team is motivated to be part of the end solution.
Social Infrastructure  
**RFQP Action 2.1.7**  
(Objective 5-1, 5-2, 5-2.7)

The development of CITADEL will provide the impetus for expanded social infrastructure, specifically with an enhanced network of access to the site that will favor pedestrian and bicycle minded shared streets over vehicular systems that have dominated the downtown core for so many decades.

The base of the building has been designed to provide a rhythm favorable to pedestrian movement with enhanced public space “niches” designed into the base of the building, providing opportunities for community integration adjacent to the public realm. Envisioned as a series of small pedestrian scaled parks, these spaces will foster a variety of placemaking opportunities such as public art, music, community engagement, outdoor dining, seating and bicycle parking  
(Objective 5-2). These spaces will be flexible and easy to reconfigure for a variety of uses, simultaneously working in sync with the adjacent enclosed spaces of the building. Further complementing this pedestrian oriented building and streetscape will be a rhythm of drought resistant canopy trees that extend along the western exposure of the building, further enforcing a pedestrian scale and providing a natural form of solar control that complements the active features of the building.

Transportation  
**RFQP Action 2.1.7**

The development team of CITADEL is interested in collaborating with the Capital Area Transportation Authority (CATA) and the Michigan Department of Transportation (MDOT) to maintain access in and around the CITADEL site, including any opportunities that may exist for enhanced multimodal transit access and greenspace within this formally underutilized district of the downtown core. CITADEL will also capitalize on the ever-expanding public/private ride share platforms and programs that are continuing to evolve with major urban areas.

Public Art - Alley Activation  
**RFQP Social Infrastructure Goal**

The CITADEL is a place for ideas and expression to thrive and grow, but this does not have to be contained within the building. The CITADEL plans to activate the alley way between Dublin Square and The CITADEL going North. Typically, alley way's are used for trash and utilities, but it doesn’t have to be. The Alley way can be transformed into an attraction, a canvas, a place for people to express themselves in an artistic manner. This Alley way will be activated by lights and by street art or murals to provide something truly special for not only the citizens of East Lansing, but its visitors.
8.1: TERMS
8.1.1: PROPOSAL
Thomas Fehrenbach
City of East Lansing Downtown Development Authority
410 Abbot Rd
East Lansing, MI 48823

February 24, 2020


Mr. Fehrenbach:

On behalf of River Caddis, I am pleased to present this letter of intent that serves as a prelude to a Purchase Agreement. Below is a framework designed to align interests of both parties. This letter is not intended to be a binding contract but is intended only to provide the basis for negotiations for a formal agreement.

1. **Parties:**
   a. **Seller:** City of East Lansing Downtown Development Authority
   b. **Purchaser:** River Caddis Development, LLC, on behalf of an entity to be formed prior to closing.

2. **Property:** 314, 328, 334, 340 and 344 Evergreen Ave.

3. **Purchase Price:** $5.5M (remaining balance owed by EL DDA).

4. **Escrow:** $50,000.00 escrow deposit with a mutually agreed upon title company upon full execution of the Purchase Agreement. Becomes nonrefundable after expiration of Due Diligence Period, unless notified prior by Purchaser that it does not intend to proceed with purchase.

5. **Due Diligence Period:** Purchaser shall have a period of One Hundred and Eighty (180) days, with up to four (60) Sixty-day extensions, as described below (collectively the “Due Diligence Period”) following the execution of the agreement of sale, to inspect the Property, review the Documents and the Title Report, and procure municipal, state/federal approvals. Purchaser and Purchaser’s agents, employees and independent contractors shall have the right and privilege to enter upon the Property at reasonable times to inspect the Property and to conduct soil and other geological, engineering, environmental, wetlands, archaeological, and related tests, seek site plan and rezoning approvals, studies and surveying in connection with determining the condition and suitability of the Property for Purchaser’s intended use. Such inspections will be scheduled in cooperation with the Seller.
so as to avoid any unreasonable interference with Seller’s operations on the Property, and
paid for by the Purchaser.

At the conclusion of the Due Diligence Period, Purchaser’s analysis of the Property and the
Documents must be satisfactory to Purchaser in Purchaser’s sole discretion. Purchaser
must satisfy or waive this contingency in writing on or before the expiration of the Due
Diligence Period.

6. **Termination of Agreement During Inspection Period:** Purchaser may terminate the
Agreement at any time during the Due Diligence Period for any reason whatsoever, with
escrowed monies being returned.

7. **Closing Date:** 45 days after expiration of the Due Diligence Period, as it may be extended.

8. **Delivery of Documents:** Within 14 days following full execution of the Purchase Agreement,
Seller shall provide all the materials in its possession pertaining to the Property listed below:

   a. Copies of the tax bills for last 3 years.
   b. Copies of all leases.
   c. Copies of all environmental reports and assessments, including soil tests/reports.
   d. Copies of all covenants, restrictions, and agreements.
   e. Copies of all current and prior surveys and site plans.
   f. Copies of all lease agreements and rental agreements impacting the property.
   g. Copies of any and all government notices and permits, including rental licenses.
   h. Copies of any documents pertaining to the condition of the buildings and/or properties.
   i. Any and all other documents now in Seller’s possession that may contain disclosure
      information pertinent to Property and Buyer’s contemplated purchase.
   j. Any and all title work/survey/documentation.

9. **Seller’s Representations:** Seller represents that to the best of Seller’s knowledge, as
of the date hereof and on the date of Closing:

   a. There is no pending litigation, claim, investigation or condemnation against, relating to
      or affecting the Property;
   b. There are no notices of violation written against, relating to or affecting the Property;
   c. There have not been hazardous materials stored on the Property, and Seller has no
      knowledge of any contamination; and
   d. There are no leases or service agreements relating to or affecting the Property, other
      than disclosed to Purchaser.

10. **Collaboration/Incentives:** River Caddis to collaborate with EL DDA and the City of East
Lansing to provide the best practical solution. This solution will involve Federal, State, and
City incentives as a collaboration to bring this site to its highest and best use.

11. **Exclusive:** If awarded the RFQP by the East Lansing DDA, River Caddis Development LLC
and its agents will have the exclusive right to develop the Evergreen properties listed herein.

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River Caddis Development, LLC
1038 Trowbridge Road, East Lansing, MI 48823
(517) 703-2107 (phone)
jmcgraw@rivercaddis.com
www.rivercaddis.com

CONFIDENTIAL AND PROPRIETARY INFORMATION FOR CITY OF EAST LANSING
12. **Confidentiality.** All negotiations regarding the Property shall be confidential and shall not be disclosed to any person or entity other than the respective advisors, staff and necessary third parties, such as attorneys, accountants or prospective lenders.

By signing below, the parties indicate their intention to proceed with reasonable diligence to negotiate and execute a Purchase Agreement and an Operating Agreement based on this LOI within 14 days.

Please do not hesitate to contact me should you have questions regarding this letter or its intent. We look forward to discussing this matter with you.

This letter of intent is intended solely as a preliminary expression of general intentions and is to be used for purposes of conveying intentions in order to draft a valid purchase agreement/Operating Agreement. The parties intend that neither shall have any contractual obligations to the other with respect to the matters referred herein unless and until a definitive agreement has been fully executed and delivered by the parties. The parties agree that this letter of intent is not intended to create any agreement or obligation by either party to negotiate a definitive purchase and sale agreement.

Sincerely,

**RIVER CADDIS DEVELOPMENT, LLC**

Kevin T. McGraw  
President

---

**East Lansing DDA**

________________________

By:  

________________________

Date:

---

River Caddis Development, LLC  
1036 Trowbridge Road, East Lansing, MI 48823  
(517) 703-2107 (phone)  
jmcgraw@rivercaddis.com  
www.rivercaddis.com

**CONFIDENTIAL AND PROPRIETARY INFORMATION FOR CITY OF EAST LANSING**
TAB 8: FINANCIAL

9.1: RIVER CADDIS  
FINANCIAL RECORD  
OF PROJECTS

9.2: ESTIMATED  
PROJECT COSTS &  
FINANCING

9.3: DEVELOPER  
STANDING

DISCOVERCITADEL.COM
RIVER CADDIS
FINANCIAL RECORD
OF PROJECTS

(RFQP REQUIREMENT)
Developer Standing

+300M RCD
OWNER-FINANCED

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**College Station, TX**
- 355 unit/1,071 bed student housing project
- Built in 2010/2011
- Project has maintained 95% to 100% occupancy since completion
- Project currently owned by RCD partners
- No loan or tax defaults

**Boise ID**
- 173-unit market rate apartment project and 400 car parking deck (with additional retail)
- Under construction with completion expected summer 2021
- Parking deck to be sold to Ada County upon completion
- No loan or tax defaults

**Waco, Tx**
- Built in 2015
- 186 unit/568 bed student housing project
- Project sold in 2015,
  - No loan or tax defaults during time RCD owned project

**Midland, MI**
- Built in 2014
- 220,000 SF mixed use project anchored by Dow Chemical
- Project currently owned by RCD and other partners
- No loan or tax defaults

**Ames, IA**
- Built in 2018
- 177 unit/527 bed student housing project (with additional retail)
- Project was 95% leased at time of sale
- Project sold in January 2019
  - No loan or tax defaults during time RCD owned project

**East Lansing, MI**
- Built/Renovated in 2015
- 60,000 SF retail center and 57 student apartment units
- Project current owned by RCD and other partners
- No loan or tax defaults

Confidential financial information pertaining to the above projects can be reviewed by a mutually agreed upon neutral third party upon request.

Our legal advisors are the Honigman law firm.
Contact is Steve Rypma, (269.337.7842)

Our financial and tax advisors are Plante Moran.
Contact is Brad Virkus (517.336.7542)
February 22, 2020

John McGraw, CCIM
Rivercaddis Development
1038 Trowbridge Road
East Lansing, MI 48823

RE: Evergreen Street Development

Dear Mr. McGraw

We appreciate the opportunity to provide conceptual estimating services to assist in the above referenced development. Based on 250,000 SF of office/commercial space and 115,000 SF of parking with a total stacked square footage of 365,000 SF we estimate the project to be approximately $232 per square foot or approximately $85 million.

Please feel free to contact us to discuss in further detail and thank you for the opportunity.

GILBANE BUILDING COMPANY

[Signature]

Stephanie Corona
Project Executive
THE CITADEL

Project Costs

TOTAL COST
129,510,000

HARD COST

LAND COST

CONTINGENCY

TI/Commissions

SOFT COSTS

Sources
Lender Financing $84,181,500
Partner Equity $20,687,300
State & Local Incentives $24,541,200
Total Sources $129,510,000
SWORN STATEMENT/
STATEMENT OF NON-DELINQUENCY

State of Michigan )
 )ss
County of Ingham )

I, Michael C. Driver, Chief Financial Officer of River Caddis Development in which capacity I review all internal documents and coordinate all payments to taxing jurisdictions, being first duly sworn, hereby depose and sayeth:

River Caddis Development, LLC, nor any of its affiliate limited liability companies or corporations, currently is not delinquent on any local, county, state or federal tax payments for any property, income or business taxes to the best of my knowledge, information and belief.

And further Affiant sayeth not.

Dated: 2/18/20

Michael C. Driver, CFO

On this 18th day of February, 2020, before me personally appeared Michael C. Driver, Chief Financial Officer of River Caddis Development, LLC, known to me personally to be the person who executed this Sworn Statement/Statement of Non-Delinquency and who acknowledged before me that he is duly authorized and did execute same on behalf of River Caddis Development, LLC.

Tarwyn Rouse, Notary Public, Ingham County, MI
My Commission Expires: November 10, 2023
9.1: STATEMENTS OF INTEREST

9.1.1: LEAP
9.1.2: DELTA DENTAL
9.1.3: AMERESCO
February 20, 2020

John McGraw  
River Caddis Development  
1038 Trowbridge Rd  
East Lansing, MI 48823

Dear Mr. McGraw:

The Lansing Economic Area Partnership (LEAP) is energized by RiverCaddis Development’s exploration of innovative office product and urban design in downtown East Lansing to bring together elements of the Lansing Regional SmartZone, Michigan State University and others that together constitute the entrepreneurial support ecosystem for individuals and companies. We are fully supportive of these collaborative concepts and would do our part as an ecosystem leader to support meaningful programming in newly developed space.

Entrepreneurship, innovation and business startup support constitute a key component of our regional economic development work. Current programs focus on youth and refugees as key demographics and on physical products, insurance technology (insurtech), and soon perhaps medtech and foodtech as high growth industry verticals. We seek out any and all partners who devise partnership approaches that will enhance these programs.

The wants of office users have changed in recent years, with the rise of WeWork and other collaborative office space providers. Many people are gravitating toward office space that encourages different kinds of engagement and is designed in a way that both elicits pride and enables individuals to work in a manner in which they enjoy and are most productive.

Similarly, LEAP commends the intentional design of space that encourages innovative thought by maximizing collisions of ideas. Good design can spark “intrapreneurship” and corporate innovation from within. Adding this kind of office space to our real estate market offerings brings dynamism and allows new and existing companies space to grow and create in a collaborative manner. The Lansing region of Michigan is hungry for this kind of development and we are eager to support it however we are able.

Sincerely,

Keith Lambert  
Vice President, Business Attraction

1000 S Washington Avenue, Suite #201 | Lansing, Michigan, 48910-1682
P: (517) 702-3387 | F: (517) 702-3390 | purelansing.com

CONFIDENTIAL AND PROPRIETARY INFORMATION FOR CITY OF EAST LANSING
February 20, 2020

To Whom it May Concern:

May this letter serve as Delta Dental of Michigan’s support of the River Caddis Development, LLC proposal to redevelop property located near Abbot and Grand River in East Lansing. The vision and possibilities of the CITADEL are bold, creative, long overdue and align with our company’s desire to establish a hub of innovation in a vibrant community with street traffic and a cool city vibe.

The proposal could draw a much-needed daytime population of professionals to provide balance, diversity and new energy to a tired section of town. The potential economic impact of the public-private development is promising. It could spawn new restaurants, start-up businesses, arts and community organizations.

The River Caddis team, particularly John and Kevin McGraw, are no strangers to the region. They are lifelong residents of mid-Michigan, and give back to the community in many ways.

They have tested the ideas behind the proposal within cities all over the country. We urge you to consider allowing them to bring the vision home.

Please let me know of any questions or comments.

Regards,

Goran Jurkovic
President and CEO
Delta Dental of Michigan, Ohio, and Indiana
Mr. John McGraw  
Director of Development  
River Caddis Development  
1038 Trowbridge Road  
East Lansing, MI  48823

Mr. Chad Harrell  
Managing Partner  
Urban Campus & Core  
618 Wills Forest Street  
Raleigh, NC 27605

Re: MEP Infrastructure support for the Evergreen Properties RFQ & Proposal

Dear Messrs. McGraw and Harrell:

Ameresco, Inc. is pleased to provide you with this non-binding letter of support in connection with Urban Campus & Core and River Caddis’ redevelopment efforts for the Evergreen Properties. We are excited to be a part of this highly experienced team and to create the best outcomes and value for East Lansing. Ameresco is a leading independent energy and water solutions provider and well established in the state of Michigan and nationwide serving public and private sector clients. Over the past 20 years Ameresco has designed and delivered over $6 billion in energy projects and 300 eMW of energy generation projects (primarily renewable) for municipalities, universities, commercial office buildings and multifamily real estate. Ameresco has over a 7-year working relationship with Urban Campus & Core developing energy solutions, including more recently developing and delivering an innovative $150 million energy modernization project to provide turnkey MEP energy efficiency replacements and new solar energy systems across a 5,800 unit multifamily commercial real estate portfolio.

Ameresco’s comprehensive portfolio includes both supply and demand side energy efficiency, water efficiency, district energy upgrades for heating and cooling systems, combined heat and power, biomass, solar photovoltaic (PV) installations, battery energy storage, integrated building energy management systems, and advanced microgrid systems.

We look forward to the opportunity to work with you to support this important initiative for the CITADEL plan. Please be advised that this letter of support as well as any subsequent proposal will be subject to Ameresco’s final due diligence, acceptable documentation and all required internal approvals. Please contact me at (865) 414-1341 should you have any questions or comments in support of the CITADEL plan.

Sincerely,

Nicole Bulgarno, Executive Vice President  
Ameresco, Inc.
February 21, 2020

To Whom It May Concern,

May this letter serve as MSU Federal Credit Union’s support of the River Caddis Development, LLC proposal to redevelop property located near Abbot and Grand River in East Lansing. The vision and possibilities of the CITADEL would align with our company’s desire to establish walkable office locations and a hub of innovation in a lively community.

The proposal could draw a much-needed daytime population of professionals to provide balance, diversity, market rate jobs and a vibrancy to the community. The potential economic impact of the public-private development is promising. It could encourage the development of new restaurants, start-up businesses, arts and community organizations.

The River Caddis team, particularly John McGraw and Kevin McGraw, have been long-term supporters of the region. They are lifelong residents of mid-Michigan and give back to the community in many ways.

They have tested the ideas behind the proposal within cities all over the country through similar developments. We support their proposal and the possibility of working with them on collaborative spaces in their development if the voters approve sale of “Lot 4” to the Credit Union on March 10.

Please let me know if you have any questions or comments.

Sincerely,

April M. Clobes
President and CEO
Michigan State University Federal Credit Union
### DDA Checklist

<table>
<thead>
<tr>
<th>#</th>
<th>Qualifications Criteria</th>
<th>Points Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Experience in completing projects of the complexity and significance of what is envisioned for this site.</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Financial capacity and track record of key personnel and development entity. Access to sufficient capital to complete the project as conceptually proposed, as well as reasonable estimates of project costs and sources and uses of funds</td>
<td>20</td>
</tr>
</tbody>
</table>

**Qualifications Criteria:** 40

<table>
<thead>
<tr>
<th>#</th>
<th>Proposal Criteria</th>
<th>Points Allowed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Proposal clearly integrates the stated preferences of the community, including a &quot;micro-urban&quot; vision for the properties, including uses such as innovative office environments, chef-driven cuisine, and other amenities that help attract a broad</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Demonstration of significant public benefits including, but not limited to: a sustainable plan to bring new retail and/or office businesses into the project, aligned with the stated preferences of the community</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Provides a plan to upgrade critical public infrastructure, including green space, streetscaping and plaza spaces.</td>
<td>20</td>
</tr>
</tbody>
</table>

**Proposal Criteria:** 60

**Total Final Score:** 100
Introducing
Central Innovation Technology & Arts District of East Lansing

CITADEL

VIEW OUR
PROMOTIONAL VIDEO
ONLINE

DISCOVERCITADEL.COM