

City of Dayton Economic Development Authority (EDA)

May 21, 2024- 7:30 a.m.

Agenda

1. Call to Order
2. Approve Agenda
3. Consent Agenda
 - a. Approval of Minutes – April 16, 2024 EDA Meeting
4. Open Forum – Time is limited to 3 minutes. No EDA Board Action will be taken, however direction can be given to staff for future meetings.
5. EDA Flower Pots – Update (Still looking for 5)
6. Approval of RFP Response on Commercial Broker
7. Approval of RFP Response on Legal
8. Staff and Board Updates
9. Adjourn

The mission of the EDA is to promote economic growth in the City of Dayton through the attraction of new business, retention of existing business and promotion of managed growth and redevelopment of key areas by providing resources that enable development and enhance the quality of life in Dayton.

MINUTES OF THE APRIL 16, 2024, ECONOMIC DEVELOPMENT AUTHORITY MEETING

Chair Huttner called the April 16, 2024, EDA to order at 7:30 a.m.

Roll Call

Present: EDA Chair Huttner, Bernens, Luther, Salonek

Absent: Fashant, Peralta

Also, in attendance: Zach Doud City Administrator/Finance Director; Jon Sevald, Community Development Director

Approval of the Agenda

Huttner requested to remove item a under "Recommendation for City Council of Current Applications." Huttner also stated that item b may need to be removed because this body has never discussed home-based businesses. Huttner asked if this is an Event Center conversation or a home-based business discussion.

Doud asked Huttner why home-based businesses have never been discussed. Huttner stated the EDA never had that discussion and made the decision in the past that home-based businesses aren't at the same level as a brick-and-mortar business. If the EDA starts having a discussion about this home-based business, then the EDA has to have discussions about every home-based business, which includes tax guys to what-have-you.

Additional conversation ensued.

Salonek asked Huttner what his reason is for wanting to remove item a. Huttner answered by stating because it is a home-based business.

Bernens stated his recollection was that the discussion was more than five years ago and it was more about equity. The EDA didn't want to encourage people to open a home-based business simply because it is cheaper, with less regulations, and lower property taxes.

Huttner was adamant that the EDA does not discuss home-based businesses.

Motion to approve the agenda as amended by Luther seconded by Salonek all ayes. Motion passed unanimously.

There was significant discussion regarding the Driven Auto Sales CUP. Huttner stated that he wants it noted for the record that the Planning Commission and EDA both wanted the CUP to be denied.

Approval of EDA Minutes from March 19, 2024

Motion to approve the minutes by Luther seconded by Salonek all ayes. Motion passed unanimously.

Open Forum

There was no one present for open forum.

Huttner stated that he would like the ZOOM link to be available for folks who might like to participate remotely. Additional conversation ensued.

AGENDA ITEMS

EDA Flowerpots – Approval for Advertising for 2024

Doud stated that this is the time of year to begin advertising for sponsorships of the eight flowerpots. The sponsorship runs from June to May.

Doud explained that a community member donated the winter plants and decorations. Last year, the charge was \$150 per pot. This year, the recommended donation is \$200 so that the cost for the winter plants and decorations will be covered.

Additional discussion ensued regarding winter storage of the flowerpots.

Motion by Bernens and seconded by Salonek to approve advertising for the sponsorships of the flowerpots. Motion passed unanimously.

Recommendation for City Council of Current Applications

a. IUP for Extended Home Business, LawnSmart

This item was stricken from the agenda.

b. IUP for Event Center, Dehns Pumpkins

Huttner stated that this is an Event Center conversation and not a home-based business conversation, which he wanted to make sure was ultra-clear.

Sevald came forward and stated that this is an Interim Use Permit for an Event Center. Sevald stated that the Planning Commission recommended a 30-year IUP rather than a 5-year IUP that is standard.

Huttner stated that historically the Dayton community never required a farm to have an IUP and asked why now do we require it. Sevald stated that birthday parties and events are not agricultural businesses.

Additional conversation ensued.

The discussion turned towards whether to force a hard-surface parking lot. The Dehns want to use their parking area to plant when it is not being used for parking.

Doud asked the EDA for a recommendation to either allow them to have an IUP for an Event Center or deny their request.

Bernens stated that he supports it because it draws the community together.

Motion by Luther and seconded by Bernens to recommend the IUP for Event Center for Dehns Pumpkins. Motion passed unanimously.

Discuss EDA Goals from Last Meeting

Huttner noted the EDA had been forgone our tax levy this year. In the past, the EDA has been asked, but this year the EDA was informed. The EDA is no different than the Police or the Fire Department. We haven't decided whether the EDA is an authority or not an authority.

The conversation shifted to the founding documents. The EDA does not have taxation authority. The bylaws state that EDA has taxation authority, but the State Statutes supersede the bylaws.

There was consensus for the goal to create a budget for EDA. Doud stated that there is about \$677,000 in the EDA's account. Doud explained the process for creating a budget and saving money towards a particular goal that the EDA may have.

The EDA asked about the appraisal for the "triangle property." Doud stated that a third-party appraiser appraised the property at \$1,700,000.

Huttner stated there are two questions to pose to City Council: 1) Can the EDA purchase the triangle property? 2) Can the EDA borrow money from City Council to purchase the triangle property?

Motion by Luther and seconded by Bernens to purchase the tax forfeiture property (triangle property) from the City with the intention to develop it. Motion passed unanimously.

Huttner agreed to go before City Council to present this request.

Staff and Board Updates

a. Luther visited a business as requested at the last EDA meeting.

The business owner was not a big fan of the process and if he had it to do over again, he would not have done it in Dayton. Luther asked what could have been done better. His answer was that the communication and the process was very difficult.

Doud reminded the EDA that it is their responsibility to help businesses develop, but there is a delicate line between doing what is best for Dayton and what is best for the potential business. The EDA advocates for the businesses, and the City Council advocates for the local community.

b. Huttner requested that Doud send out the founding EDA documents to everyone.

It was noted that in 1990, the City held a Public Hearing to initiate having an EDA. At that time, the EDA was the City Council. In 2017, the separate EDA was formed.

ADJOURN

Motion by Salonek and seconded by Bernens to adjourn at 8:44 a.m. Motion passed unanimously.

Respectfully submitted,
Zach Doud, City Administrator/Finance Director

APRIL 30, 3024

CBRE

Proposal for

Real Estate Broker Services

City of Dayton Economic Development Authority

12260 S. Diamond Lake Road
Dayton, MN 55327



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imposes no duty whatsoever on either party to continue negotiations, including without limitation any obligation to negotiate in good faith or in any way other than at arm's length. Prior to delivery of a definitive executed agreement, and without any liability to the other party, either party may (1) propose different terms from those summarized herein, (2) enter into negotiations with other parties and/or (3) unilaterally terminate all negotiations with the other party hereto. CBRE and the CBRE logo are service marks of CBRE, Inc. and/or its affiliated or related companies in the United States and other countries. All other marks displayed on this document are the property of their respective owners.

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Firm Overview

A summary of the brokerage firm's history, emphasizing collaboration with municipalities and EDAs, and detailing experience in economic development projects.



Your partner in Dayton

CBRE began operations in the Dayton region in 1974, with offices in Minneapolis and Bloomington and a network of professionals working across the greater region. CBRE leads the market with hundreds of professionals working together delivering superior service to our clients through diverse service lines; we combine brokerage, capital markets, institutional, land, corporate services, property management, facilities management, valuation, project management and financial services more effectively than any other commercial real estate company in the world.



Brian Pankratz is a Senior Vice President with CBRE and specializes in land sales, site selection, redevelopment and large acreage land assemblage. He has recently advised the City of Ramsey, the Metropolitan Airport Commission, and the Dakota County Community Development Agency on real estate transactions to generate economic growth and appropriately serve local citizens.



Dan Swartz is a Senior Vice President with CBRE specializing in industrial properties and land in the north and west suburban areas in Minneapolis and St. Paul, including Dayton, Maple Grove, and Rogers. Dan is currently listing the 1 MSF Cubes project in Dayton, and is deeply familiar with the City's culture, community, and real estate interests.

Proven Track Record & Experience in Dayton



Active in the Dayton area since 1974



300+ transactions in Dayton, Maple Grove, and Rogers since 2018



#1 market share in the region



\$1B+ in transaction value

Represented by CBRE for purchases, sales, and leases across all property types in Dayton, Maple Grove, and Rogers since 2018



\$100M+ in purchases and sales

Represented by CBRE across all property types in Dayton specifically since 2018



486+ acres

Represented by CBRE for purchase and sale in Dayton since 2018



200+ employees

Serving Dayton and the Twin Cities

Sample transactions completed by CBRE in Dayton, Maple Grove, and Rogers since 2018

300+

Transactions

17.2M+

Square Feet

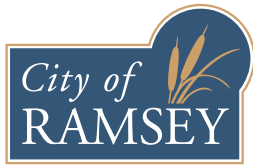
\$1B+

Total Value

Street Address	City	Acres	Square Footage	Type
11011 & 11015 Holly Lane N	Dayton	20.53	283,778	Sale
Outlots A, B ,E, F, H & I	Dayton	101.28	-	Sale
117th Ave And Fernbrook Lane	Dayton	10.00	-	Sale
French Lake Road	Dayton	3.16	137,700	Sale
Assorted Parcels	Dayton	151.50	-	Sale
117th Ave N	Dayton	58.00	-	Sale
11020 Holly Lane North	Dayton	-	90,720	Lease
11020 Holly Lane North	Dayton	-	90,720	Lease
11020 Holly Lane North	Dayton	-	104,324	Lease
18150 County Road N 81	Dayton	25.00	1,089,000	Sale
18150 County Road N 81	Dayton	25.00	1,089,000	Sale
17515 Territorial Road	Dayton	10.47	-	Sale
Holly Lane N	Dayton	68.35	-	Sale
11020 Holly Lane North	Dayton	-	51,840	Lease
17530 Territorial Road	Dayton	11.92	-	Sale
17550 Territorial Road	Dayton	1.11	-	Sale
10201 77th Ave N	Maple Grove	9.18	-	Lease
10201 77th Ave N	Maple Grove	9.18	-	Lease
9713 95th Place N	Maple Grove	-	233,346	Sale
10100 89th Avenue N	Maple Grove	21.53	319,062	Sale
8450 Revere Lane	Maple Grove	35.38	277,075	Sale
10500 Elm Creek Blvd	Maple Grove	-	277,222	Lease
6820 Wedgwood Rd.	Maple Grove	-	97,388	Lease

Street Address	City	Acres	Square Footage	Type
6820 Wedgwood Rd N	Maple Grove	-	97,388	Lease
10601 Fountains Drive	Maple Grove	-	106,424	Lease
8775 Zachary Lane N	Maple Grove	11.68	93,298	Lease
12575 Elm Creek Blvd N	Maple Grove	0.00	69,777	Lease
9464 Hemlock Lane, 11701 95th Ave N.11751 95th Ave N.	Maple Grove	10.72	163,012	Sale
10655 County Road 81	Maple Grove	-	66,780	Lease
11601 93rd Avenue North	Maple Grove	-	174,901	Lease
11601 93rd Avenue North	Maple Grove	-	174,901	Lease
10440 89th Ave No	Maple Grove	-	297,024	Lease
10900 Fountains Drive	Maple Grove	-	100,543	Lease
10900 Fountains Drive	Maple Grove	-	100,543	Lease
10700 73rd Place	Maple Grove	-	149,316	Lease
12730 Elm Creek Blvd	Maple Grove	0.25	11,015	Sale
10701 Fountains Drive	Maple Grove	-	96,214	Lease
10100 89th Avenue N	Maple Grove	-	117,242	Lease
15490 101st Avenue North	Maple Grove	8.23	61,750	Sale
8775 Zachary Lane N	Maple Grove	-	101,196	Lease
12999 Wilfred Lane	Rogers	34.00	533,455	Sale
Various	Rogers	13.00	227,054	Sale
19850 S Diamond Lake Rd	Rogers	22.23	386,724	Sale
20000 S Diamond Lake Rd	Rogers	15.20	285,582	Sale
13201 Wilfred Lane	Rogers	24.34	355,400	Sale
20000 South Diamond Lake Road	Rogers	15.20	280,577	Sale

Sample recent public sector clients in Minnesota and the Midwest



Common services provided to clients like the Dayton EDA

- ✓ Development Strategies
- ✓ Opportunity Assessment
- ✓ Leasing
- ✓ Tenant Attraction
- ✓ Acquisitions & Assemblages
- ✓ Highest and Best Use Assessment
- ✓ Sale of Surplus Property
- ✓ Site evaluation
- ✓ Leasing
- ✓ Site Selection
- ✓ Proposal Evaluation
- ✓ Market Studies
- ✓ Build-To-Suit Transaction Services
- ✓ Valuation & Appraisal

Sample Case Studies for Government & EDA Clients

CBRE works with municipal clients nationwide to provide real estate brokerage and advisory services related to achieving economic development and activation goals. Please see the appendix for details about some of the below projects.



**Community Redevelopment Agency,
City of Naples, FL**

Acquisitions and development strategies in support of CRA goals



Golden Valley, MN

Broad real estate services related to acquisition, disposition, and consulting



State of Minnesota

Capitol Complex Space Utilization and Portfolio Optimization Analysis



City of Bellevue, NE

Secured beneficial tenants for City owned properties



Sedgwick County, KS

Site selection and acquisition of four acres of land for 40,000 SF Crisis Center facility in downtown Wichita



Community Redevelopment Agency, City of Hallandale Beach, FL

Acquisitions in support of CRA goals



Community Redevelopment Agency, City of Pompano Beach, FL

Public-private partnership to redevelop downtown, attract private investment, and deliver new city hall facility



Johnson County, KS

Sale of former library property for economic development uses

A partner you can be proud of

CBRE, Inc. (NYSE: CBRE), a Fortune 500 and S&P 500 company is the world's largest commercial real estate services and investment firm (in terms of 2023 revenue). CBRE offers a full spectrum of integrated services, including 15 primary business lines and nearly 100 specialty practices, designed to assist clients in seizing the full gamut of real estate opportunities. We are the fastest to launch new services, develop market niches and provide solutions to swiftly evolving client requirements locally, regionally, and globally.



The firm that is now CBRE traces its roots to San Francisco in 1906. By the 1940s, that firm grew to become one of the largest commercial real estate services companies in the western United States. In the 1960s and 1970s, the company went public and expanded both its service portfolio and geographic coverage to become a full-service provider with a growing presence throughout the United States. In the 1980s, the firm was owned by Sears, Roebuck. The next major milestone occurred in 1989 when employees and others acquired the company's operations from Sears to form CB Commercial. Throughout the 1990s, CB Commercial moved aggressively to accelerate growth and cultivate global capabilities to meet client demands. The company acquired leading firms in investment management (Westmark Realty Advisors, 1995), mortgage banking (L.J. Melody & Company, 1996) and property and corporate facilities management, as well as capital markets and investment management (Koll Real Estate Services, 1997). CB Commercial achieved significant global expansion with the 1998 acquisition of REI Limited, the international arm of Richard Ellis, which traces its roots to London in 1773. At this time, the company changed its name to CB Richard Ellis, or CBRE. Since then we have grown through mergers, acquisitions, and organic growth to be the world's largest commercial real estate services firm, providing a full range of innovative services to our clients.

2023 Accolades

General

- A FORTUNE's Most Admired Real Estate Company fourteen years in a row
- FORTUNE Named one of America's Most Innovative Companies in 2024
- Forbes Named one of the best large employers in America for the 4th consecutive year
- FORTUNE 500 #135
- Investor Transparency Rated #26 out of S&P 250 in 2022; top 10 for Code of Conduct
- Lipsey #1 brand for 23 consecutive years
- Newsweek Excellence 1000 Index 2024 recognizing corporate success and responsibility; ranked #37 out of 1000
- U.S. News & World Report Best Companies to Work For, 2023-2024
- Wall Street Journal The 250 Best-Managed Companies of 2023; ranked #70 out of 794 companies evaluated

People/Workplace

- Ethisphere World's Most Ethical Companies eleven years in a row
- Bloomberg Named to Gender-Equality Index four years in a row
- Disability Equality Index Recognized as a Best Place to Work for Disability Inclusion and earned a top score
- Financial Times Diversity Leaders list 2 years in a row
- Forbes A top company for diversity in 2023
- Human Rights Campaign Leader in LGBTQ+ Workplace Inclusion and received a top score of 100 for the 10th consecutive year
- Mortgage Bankers Association 2023 Organization DE&I award; second time receiving the award
- Newsweek Recognized as one of America's Greatest Workplaces in 2023
- Wall Street Journal Best Companies for Career Growth; ranked #46 within Fortune 500

Sustainability

- 3BL Media 2023 Best Corporate Citizens list; 5th consecutive year on list
- BARRON'S #3 most sustainable U.S. company
- Forbes 2023 Net Zero Leaders, highest-ranked commercial real estate services company.
- FTSE4GOOD Eight consecutive years
- Newsweek 2024 America's Most Responsible Companies list
- U.S. Environmental Protection Agency's 2024 ENERGY STAR Sustained Excellence Award; 17th consecutive year of "Partner of the Year" recognition
- Kiplinger ESG 20 A top 20 company for meeting ESG challenges
- CDP (formerly Carbon Disclosure Project) A- performance score on CDP's global climate change disclosure, considered the global standard of environmental reporting

02

Team Credentials

Information on team members who will directly collaborate with the EDA, including their experience in public-private partnerships.





Brian Pankratz

Senior Vice President

CBRE Land Services Group

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Clients Represented

- Bank of America/US Trust
- City of Anoka
- City of Ramsey
- City of Golden Valley
- Continental Property Company
- Dakota County CDA
- David Weekley Homes
- DR Horton
- Duke Realty
- Excelsior Group
- Ford Motor Co.
- Goldman Sachs
- Inland Construction
- Lennar
- Metropolitan Airports Commission (MAC)
- Meritex Enterprises
- Opus Group
- Paxmar
- Penske Motors
- Pulte Homes
- Ryan Companies
- SPENSA Development
- University of St. Thomas
- United Properties
- US Bank and US Bank Trust

Experience

Brian Pankratz is a Senior Vice President with CBRE and specializes in land sales, site selection, redevelopment and large acreage land assemblage. Current listings include over 2,000 acres with future development potential of over \$1 Billion. The Minneapolis Land Services Group is part of a nationwide network of experienced professionals focusing exclusively on land transactions. Our mission is to accelerate the success of our clients through superior market knowledge, industry-leading technology and a global real estate perspective.

Before joining CBRE, Brian worked at Colliers International in Las Vegas, Nevada from 1999-2005, where he was involved in transactions totaling more than \$475 Million including over 2,000,000 square feet of industrial space and 3,000 acres of land.

Significant Assignments

YEAR	RAW & ENTITLED LAND (ACRES)	DEVELOPED COMMERCIAL & RESIDENTIAL (LOTS)	TOTAL VALUE
2023	87.64	30.44	\$31.5M
2022	67.47	68.97	\$50.6M
2021	275	150	\$216.14M
2020	133	30	\$44.5M
2019	151	48.95	\$114.2M
2018	317	75.66	\$56.3M
2017	256	278	\$50.1M
2016	107	193	\$26.3M
2015	212	293	\$63.0M
2014	550	142	\$43.7M
2013	238	289	\$43.6M
2012	350	655	\$36.7M
2011	609	383	\$43.9M
2010	1,173	167	\$34.5M
2009	307	148	\$34.7M

Professional Affiliations

- Minnesota Commercial Association of Realtors (MNCAR)
- Licensed Real Estate Salesperson in Minnesota, Wisconsin, and Nevada
- Urban Land Institute (ULI)
- International Council of Shopping Centers (ICSC)

Education

- Master of Real Estate, Georgetown University
- Bachelor of Science, Business Administration from University of Colorado, Boulder



Dan Swartz

**Senior Vice President
CBRE Advisory &
Transaction Services**

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Selected Clients

- American Realty Advisors (ARA)
- Artis Reit
- ConAgra
- Colony Financial
- CSM Corporation
- Duke Realty
- First Industrial Realty Trust
- GE Capital
- INVESCO
- Marfield, Belgarde & Yaffee
- Companies (MBY)
- Medtronic
- Menasha Corporation
- Morgan Stanley
- Opus Corporation
- Pittsburgh Paints (PPG)
- Principal Life Insurance Company
- Prologis
- Schwan's
- Sears Home Improvements
- U.S. Bank
- Weyerhaeuser

Experience

Since starting his career in 1995, Dan has specialized in industrial properties and land in the north and west suburban areas in Minneapolis and St. Paul. His expertise includes the acquisition and disposition of facilities, securing quality tenants for institutional grade properties, locating development sites and the buying and selling of land. During his career, Dan has leased and sold more than 15 million square feet of property with a total consideration of more than \$555,000,000.

As a result of his strict focus, Dan is able to offer his clients the most up-to-date market information which is utilized to secure the most favorable results available.

Education

- Bachelor of Arts, Speech Communication, University of Minnesota

Achievements

- Top 10 CBRE Minneapolis/St. Paul Broker (Multiple Years)
- CBRE Chairman's Club Member (Multiple Years)
- CBRE Millennium Club Member (Multiple Years)
- CBRE Rookie of the Year
- CBRE Exploration Award Winner - Client Service (Multiple Years)
- CBRE Exploration Award Winner - Team Work (Multiple Years)
- MNCAR Industrial Transaction of the Year (2002, 2008, 2014)
- Guest Speaker for NAIOP Industrial Market Update

Affiliations

- Minnesota Commercial Association of Real Estate (MNCAR)
- Member of Minnesota Association of Realtors Professional Standards Committee
-

Sample Transactions

- Speed Commerce, 770,000 sf
- Carmel Mountain Ranch Business Park, 485,000 sf
- Ruan Transportation, 300,000 sf
- Winnetka Corporate Center, 268,000 sf
- Blu Dot, 266,000 sf
- New Hope Distribution Center, 252,600 sf
- Crosstown North Business Center, 226,000 sf
- Louisiana Distribution Center, 196,000 sf
- Northland Park Business Center III & V, 182,000 sf
- Interstate North Distribution Center, 170,000 sf
- Gateway North, 165 Acres
- Otter Creek Crossings, 141 Acres
- Rocheford Family Land, 56 Acres



Anne Rahm

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Clients Represented

- State of Minnesota
- Golden Valley, MN
- Ramsey County, MN
- MN State Colleges & Universities
- State of Michigan
- State of Iowa
- State of Ohio
- University of Iowa
- Johnson County, KS
- City of Gary, IN
- Urbana University, OH
- Mott Community College, MI
- Wayne County, MI
- City of Elgin, IL
- City of Norton Shores, MI
- Kenton County, KY
- Dearborn, MI
- Dallas County

Professional Affiliations and Education

- Miami University, B.A
Diplomacy & Foreign Affairs/
Political Science & Economics
- American University, London,
U.K. – Economics and
Government
- London Chamber of Commerce
– Middle East & African Affairs
- American Institute of Banking,
Washington D.C.

Experience

Anne P. Rahm is the Midwest Regional Manager of CBRE's Public Institutions and Education Group, a national team of commercial real estate professionals working extensively with public agencies and education institutions. Ms. Rahm is experienced in advising clients on complex, high profile transactions. Her range of services include public private partnerships, development consulting, strategic portfolio planning and optimization, market and financial analysis, highest and best use analysis, leases, acquisitions and dispositions, and RFP development and oversight. With extensive experience in real estate Capital Markets and corporate banking, Ms. Rahm offers her clients highly advanced execution strategies including customized real estate monetization strategies.

Prior to joining CBRE, Ms. Rahm was with Grubb & Ellis as a member of the Institutional Capital Markets group, specifically Corporate Finance. Prior to Grubb & Ellis, Ms. Rahm was a Corporate Lending Officer in Washington D.C., Detroit and Chicago with a combined portfolio in excess of \$1.1 billion. Ms. Rahm was also co-founder and principal/treasurer of Noble Building Company, a private real estate investment and development firm.

Selected Public-Private Partnerships

- Cuyahoga County OH - Justice Center redevelopment
- City of Gary, IN - advisory services for economic development and activation
- Dallas County, TX - government center development
- St Luke's Health System, MO - hotel redevelopment

Other Significant Assignments

Client	Type	SF	Location
University of Iowa	Master Brokerage Services	n/a	Iowa
State of Iowa	Master Brokerage Services	n/a	Iowa
Minnesota State	Leasing/Space Utilization	95,000	Minnesota
City of Bellevue	Master Brokerage Services	n/a	Nebraska
Gary Housing Authority	Master Brokerage Services	n/a	Indiana
Central Ohio Transit Aut.	Master Brokerage Services	n/a	Ohio
Butler County	Space Optimization	550,000	Ohio
Cuyahoga County	Master Brokerage Services	n/a	Ohio
State of Minnesota	Space Utilization/Parking	3.0 mln	Minnesota
Milwaukee County	Space Utilization	450,000	Wisconsin
Franklin University	Asset Disposition	350,000	Ohio
Wayne County	Master Brokerage Services	n/a	Michigan
State of Ohio	Strategic Plan - Space Utilization	4.5 mln	Ohio
Ramsey County	Master Brokerage Services	n/a	Minnesota
City of Dearborn	Master Brokerage Services	n/a	Michigan
City of Pontiac	Master Brokerage Services	n/a	Michigan
Sedgwick County	Master Brokerage Services	n/a	Kansas
City of Norton Shores	Asset Disposition	9 Lots	Michigan
Mott Community College	Asset Disposition	35,000	Michigan
Johnson County Airport	Asset Disposition	469,148	Kansas
Dallas County	Build to Suit	40,000	Texas
ZF Group	Investment Sale	180,230	Michigan
EZ Park New Orleans	Investment Sale	188,962	Louisiana
Thorntons HQ	Build to Suit	90,000	Kentucky
Snap-On	Build-to-Suit	137,500	Kentucky
CoBank	Build to Suit	296,000	Colorado
Airport Park	Investment Sale	664,645	Michigan
Beam, Inc.	Build to Suit	600,000	Kentucky
Texas DOT	Advisory	351,235	Texas
Trinity Health HQ	Investment Sale	373,593	Michigan
Motorola	Sale/Leaseback	1.2 M	Florida
International Paper	Build to Suit	280,000	Kansas



Michael McShea

**Executive Vice President
& National Co-Lead
CBRE Public Institutions &
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Selected Clients

- Oakland, CA
- San Diego, CA
- Indianapolis, IN
- Miami, FL
- Ft Myers, FL
- Cape Coral, FL
- Mobile, AL
- Fort Lauderdale, FL
- Tulsa, OK
- Bloomington, IN
- Ann Arbor, MI
- Arlington County, VA
- Alexandria, VA
- Washington, DC
- Orange County, CA
- Maryland
- Florida
- North Carolina
- Tennessee
- South Carolina
- New York
- Michigan
- Commonwealth of Puerto Rico
- US Navy

Experience

Michael B. McShea, Executive Vice President, is a co-leader of CBRE's state and local government practice. Mr. McShea provides strategic planning, development advisory, brokerage and other associated real estate services to government entities and education institutions nationwide. Mr. McShea manages some of the nation's most significant state and local government projects and portfolios. His public sector career began with the oversight of a contract with the Government of the District of Columbia, involving the restructuring of over 1 million square feet of municipal space under the auspices of the congressionally established Financial Control Board.

He has provided development advisory services for the College of William & Mary, Alexandria City Public School System, National Institutes of Health, John Hopkins Applied Research Laboratory and the University of Cincinnati. He has advised the cities of Indianapolis, IN, Mobile, AL, Ann Arbor, MI and Miami, FL on economic development initiatives and public private partnerships.

Mr. McShea has developed strategic plans for various government entities including, most recently, the states of Florida, South Carolina, Oakland, California and Mobile, Alabama. He has implemented strategic real estate plans for the City of New York, as well as the states of Arizona, Colorado, Maryland, Michigan, and Pennsylvania. Mr. McShea is currently advising the North County Transit District in Oceanside, CA on the development of a 10-acre TOD site surrounding the Oceanside Transit Center, as well as other numerous other ongoing P3 projects.

Education

- Bachelor of Science, Business and Management, University of Maryland

Achievements

- United States Conference of Mayors Outstanding Achievement in Public Private Partnership, City of Tulsa, City Hall Acquisition
- National Association of State Facility Administrators Outstanding Achievement Award, Portfolio Management with the State of Michigan

Selected Public-Private Partnerships

- City of Hollywood, FL - redevelopment of Hollywood Beach Culture & Community Center + revenue generating mixed-uses
- City of Pompano Beach, FL Community Redevelopment Agency - redevelopment of 71 acres in downtown to revitalize semi-blighted area and deliver mixed commercial and community uses
- North County Transit District, CA - redevelopment of multiple transit stations to deliver amenities, housing, and other mixed uses
- Gwinnett County, GA - redevelopment of former Gwinnett County Mall property for housing and mixed uses

Industry Recognition & Scholarship

- Mr. McShea has been a guest lecturer on various topics involving corporate, municipal and educational real estate including the National Association of College & University Business Officers (NACUBO), National Association of State Facility Administrators (NASFA), American Institute of Architects, California Association for Local Economic Development, American Association of Port Authorities, the Construction Manager Association of America and the Keenan Flagler Business School at the University of North Carolina Chapel Hill. He is also a regular speaker at various federal and state-level P3 conferences.



Jeff Jiovanazzo
Managing Director
CBRE Minneapolis

Experience

As the Managing Director for CBRE Minneapolis, Jeff Jiovanazzo oversees more than 235 real estate professionals in Minnesota working to ensure exceptional client outcomes and grow market share. He is responsible for the successful integration of multiple business disciplines and leveraging the varied expertise of CBRE professionals in the Bloomington and Downtown Minneapolis offices. In addition to ensuring that clients seize opportunities to make well-informed business decisions, Jeff oversees new business development, client relations and related services.

Jeff has been a licensed salesperson since 1998 and a broker since 2017. Jeff served as the Sales Director for CBRE Minneapolis from 2015-2019 where he oversaw business development, identification and qualification of opportunities, the assignment of individuals to pursuit teams, broker debriefs, execution of business plans and coordination of geographic and line of business sales efforts.

In 2017, Jeff was recognized as a CBRE RISE award winner, an honor given annually to the CBRE employee that exhibits CBRE's core values of Respect, Integrity, Service and Excellence. In 2017, Jeff was also named CBRE's Sales Management Leadership Award winner; a national award given to the CBRE sales director who demonstrates exceptional leadership skills throughout the year.

Prior to joining CBRE, Jeff was Vice President at the Minneapolis office of Colliers International specializing in industrial sales and leasing. Jeff completed over 700 sale and lease transactions totaling more than 50 million SF of space.

Achievements

- Minnesota 500 The Most Powerful Business Leaders in Minnesota
- CBRE Sales Management Leadership Award, 2017
- CBRE RISE Award, 2017 (Respect, Integrity, Service, Excellence)
- Colliers "Best of the Best" Award
- Colliers Significant Transaction Award
- CoStar Power Broker Award

Professional Affiliations / Accreditations

- Broker of Record in Minnesota, Iowa, North Dakota and South Dakota
- Young Presidents Organization (YPO)
- Minnesota Commercial Association of Realtors (MNCAR)
- National Association of Industrial and Office Properties (NAIOP)

Education

- Bachelor of Science in Financial Economics, Gustavus Adolphus College, St. Peter, MN

03

Collaboration Strategy

A description of the proposed approach for working alongside the EDA, detailing methodologies for service delivery and stakeholder engagement.



Achieving EDA goals through real estate

Your goals

Economic Development Agencies, Community Redevelopment Agencies, and Cities often seek to use real estate strategically in pursuit of broader civic goals for specific neighborhoods or districts. These goals often include:

- Improving access to beneficial amenities
- Revitalizing pedestrian areas or contributing to walkability concepts
- Attracting development to areas that may have been overlooked by using public-private partnerships
- Expanding or building specific districts to encourage investment and street-level activation such as arts districts, entertainment areas, shopping, design, etc.
- Incentivizing investment through finance mechanisms such as TIFs, revenue bonds, and other

Our collaborative approach

CBRE works with these agencies to provide market intelligence, strategy, and transaction execution to help the agencies to gain control of critical properties, lease sites to tenants in support of EDA goals, or attract development proposals from worthy investors.

Our services in support of the Dayton EDA may include:

- Market studies to quantify and assess asking rents and values in specific areas to inform EDA strategy
- Market surveys to identify properties for sale that may benefit from EDA investment
- Strategic planning and portfolio analysis to recommend owned properties for future development or other specific uses
- Highest and best use analysis of specific parcels to determine disposition or development strategy
- Lease transaction execution to attract beneficial tenants to EDA-owned properties
- Structuring of public-private partnerships to secure private investment in specific uses on EDA-owned properties

Stakeholder Engagement

On any potential transaction, the CBRE team will undertake extensive planning and discussion with the EDA to determine your goals and collaborate on a path forward.

Thoughtful strategy starts with the right questions.



What progress has been made on the 2022 Strategic Plan? Does it still guide your activities?



In what parts of the City are you interested in investing?



What are your specific priorities for 2024- 2025?



What is the status of the “City Center” plan? Does the EDA own any of the land?



Does the EDA know what properties it owns?

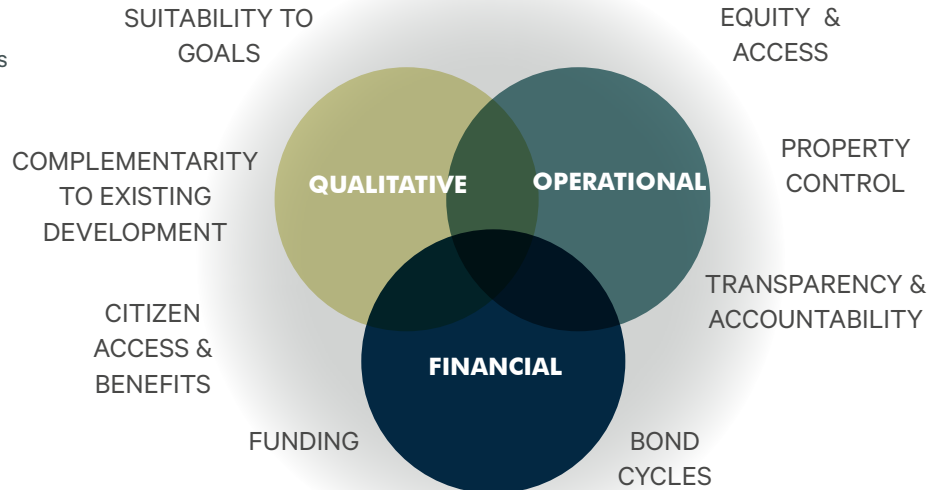


Does the EDA have budget for acquisitions or infrastructure investments in support of its goals?

Economic Development Framework

As part of this process CBRE will:

- Meet with the EDA to determine your objectives, strategy, priorities, and concerns relating to your overall goals as an organization.
- Discuss real estate goals, advise on your strategy, and recommend approaches to consider on new requirements
- Assemble specialists depending on the nature of the transaction (sale, lease, purchase, use type, etc)
- Determine EDA priorities on each transaction (price? speed? location?) and set measurement metrics accordingly



Sample recent public presentations prepared by CBRE for clients

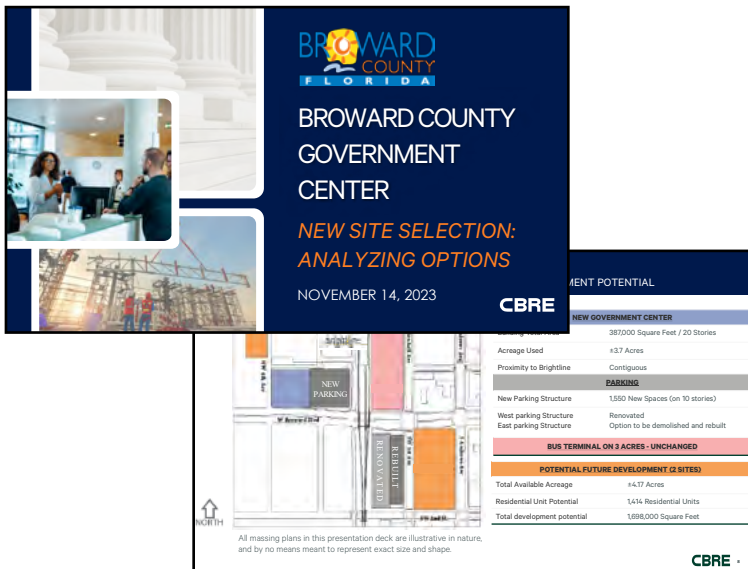


City of Pompano Beach, FL Community Redevelopment Agency - Mixed use redevelopment of 70+ acres in downtown including new City Hall



City of Hollywood, FL Public Developer Ranking Presentation - Mixed use redevelopment of golf course property including public amenities

Broward County - Development of Government Center



<https://www.youtube.com/live/4zfM52nKm6c?si=xjLsvm3WAe1DR6zi&t=9380>

Click to see Mike McShea present development options for Broward County's new Government Center

Methodologies: Market Assessment & Review of Properties

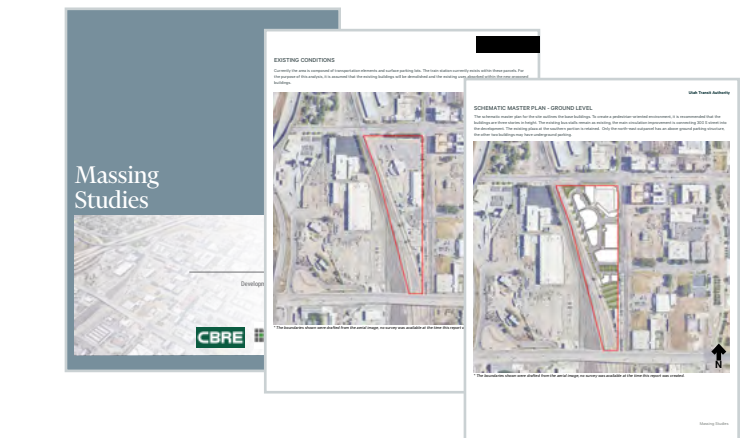
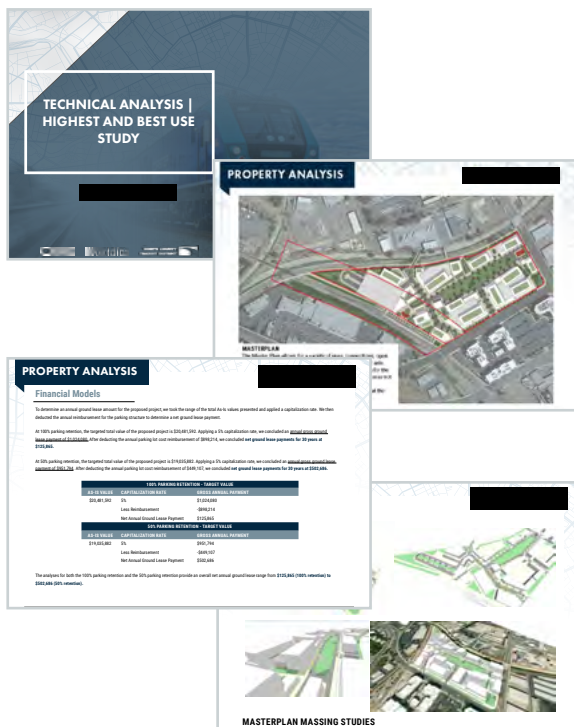
Understanding the current and future market for various use types is a critical element in project planning. Backed by the industry's leading research platform, CBRE provides timely, relevant multifamily, hospitality, retail, logistics, office, tech and industrial data and knowledge in every market on a scale that can't be matched by any other competitor. Quality and success in delivering transaction services and marketplace solutions is dictated by timeliness, relevance, and frequency of marketplace activity. As a result, we have built an unrivaled platform of over 1,600 transaction managers and 9,000 brokers globally – the largest transactions workforce in the industry. Across CBRE's 500 global offices, we completed over 65,000 transactions last year. Since marketplace intelligence is time sensitive, CBRE's ability to produce current, comprehensive market insights from transactions we have direct, intimate knowledge of creates real advantage for the EDA. In addition, our #1 market share and marketplace activity ensures that the advice we offer you is accurate and relevant in ways otherwise unobtainable.

The team will perform market analysis based on different uses (e.g. local office, retail, housing, or industrial market) and provide insights on the market conditions for each type of potential use, with comparable transactions providing insights on potential values that may be expected, market velocity, and major players. This data will inform modeling forecasting of rates of return, land value, and development potential on the site.

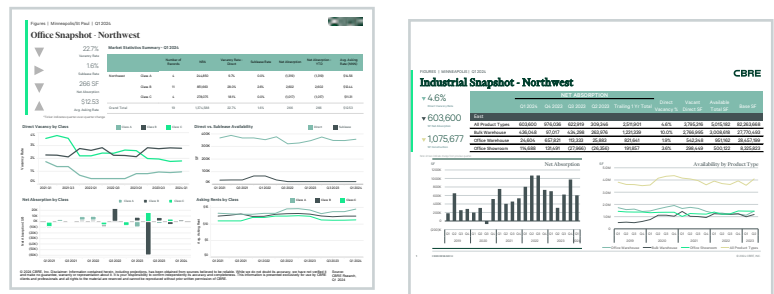
As appropriate, CBRE can deliver:

- Highest and best use analysis incorporating EDA priorities as well as cutting edge market data and analysis
- Massing and density studies to determine site layouts, potential valuation, parking needs, and opportunities for affordable housing and other EDA needs
- Market analysis and financial modeling to refine potential value associated with various use types and the impact of those values on the project's overall viability and returns to EDA under various development, sale, or ground lease scenarios.

Sample recent development and market analyses prepared by CBRE for public-sector clients contemplating development and redevelopment projects on owned properties



Sample CBRE Research on the Dayton-area market



Methodologies: Acquisitions

The CBRE team is ready to support your acquisition needs as a purchaser throughout the acquisition process. Our approach to acquisitions is grounded in careful planning and preparation to ensure the EDA's operational and financial goals are met, and that the solution is executed seamlessly and with minimal risk to the organization. Our experience with similar public sector clients means we can represent the EDA with no learning curve.

Overall we anticipate completing the below significant tasks on your behalf:

- Review the EDA's desired goals for the project including ultimate purpose for acquiring property, site selection criteria, and any timing priorities or constraints
- Review the EDA's geographical search parameters
- Prepare a comprehensive market study of available properties (on and off-market), along with an interpretation and assessment of relevant market trends
- Recommend off-market opportunities for potential acquisition
- Conduct preliminary due diligence investigation of each potential property's suitability for the proposed use
- Analyze potential site plans and their corresponding feasibility for desired uses
- Confidentially contact property owners to confirm availability and pricing expectations on potential sites
- Assist the EDA in determining appropriate shortlist of candidate properties by preparing presentations comparing alternatives
- Develop offer strategy based on market activity and due diligence information received
- Prepare letter of intent substantiating the offer; manage counter-offer process if any and communicate with seller in accordance with jointly developed CBRE and EDA strategy
- Communicate with the seller on behalf of the EDA to obtain and review all necessary due diligence information, manage any notice periods and critical dates to the EDA's advantage, obtain any necessary 3rd party reports, and prepare to execute the purchase and sale agreement
- If any items arise during due diligence that may be of concern, work with the EDA to review them and suggest remedies such as cures by the seller, price reductions, or other measures
- Concurrently work on behalf of the EDA and with its legal counsel to prepare and negotiate the final purchase and sale agreement (PSA) that will govern the final sale following the due diligence period
- Assist in developing, communicating, negotiating, and presenting offers, counteroffers, and notices that relate to the offers and counteroffers until a purchase agreement is signed and all contingencies are satisfied or waived



Negotiation

We understand that acquiring quality property at defensible prices is important to the EDA and its stakeholders. Throughout the process we will continually seek ways to maximize your value on any transaction and find leverage points in the negotiation.

CBRE will create and maintain a competitive environment throughout the acquisition process. Creating competition among bidders by carefully controlling information (while complying with public sector requirements) is a key element of this process. We pride ourselves on running clean and defensible negotiations and transaction strategies that withstand scrutiny and public attention. The team will solicit draft transaction documents from selected sellers, analyze offers and counteroffers and provide like kind comparisons of seller terms to recommend the optimal path for the EDA

CBRE will assist the EDA with the purchase negotiation process by:

- Recommending offer and counter-offer approaches based on market data and our knowledge of owner pain points and potential competing offers
- Recommending a shortlisting process that leverages seller anxiety about potentially losing an offer and maintains the City's information advantage

Our process incorporates information such as:

Owner Profile

Is the ownership an individual or institution? What is the ownership's financial capabilities and reputation?

Property Status

What amount of debt exists on the property, if any? What percentage of the facility is vacant and for how long? Does the owner have lease rollover exposure and/or deferred capital maintenance?

Market Conditions

Do current conditions regarding absorption, asking prices, and cap rates favor buyers or sellers? Are there other active buyers whose requirements are competitive with the EDA's?

CBRE will work with the EDA/City's legal counsel to prepare purchase agreements that reflect the agreed upon terms. The team will also ensure that any issues that were uncovered during the due diligence period are reflected in purchase documents. In addition, we work side by side with our clients' counsel over working sessions, document reviews, and line by line comparisons to ensure the documents envision potential complications and provide a road map for each party. Our approach is to engage early and often to ensure our transaction documents comply with any of the EDA's statutory requirements and will withstand all scrutiny.

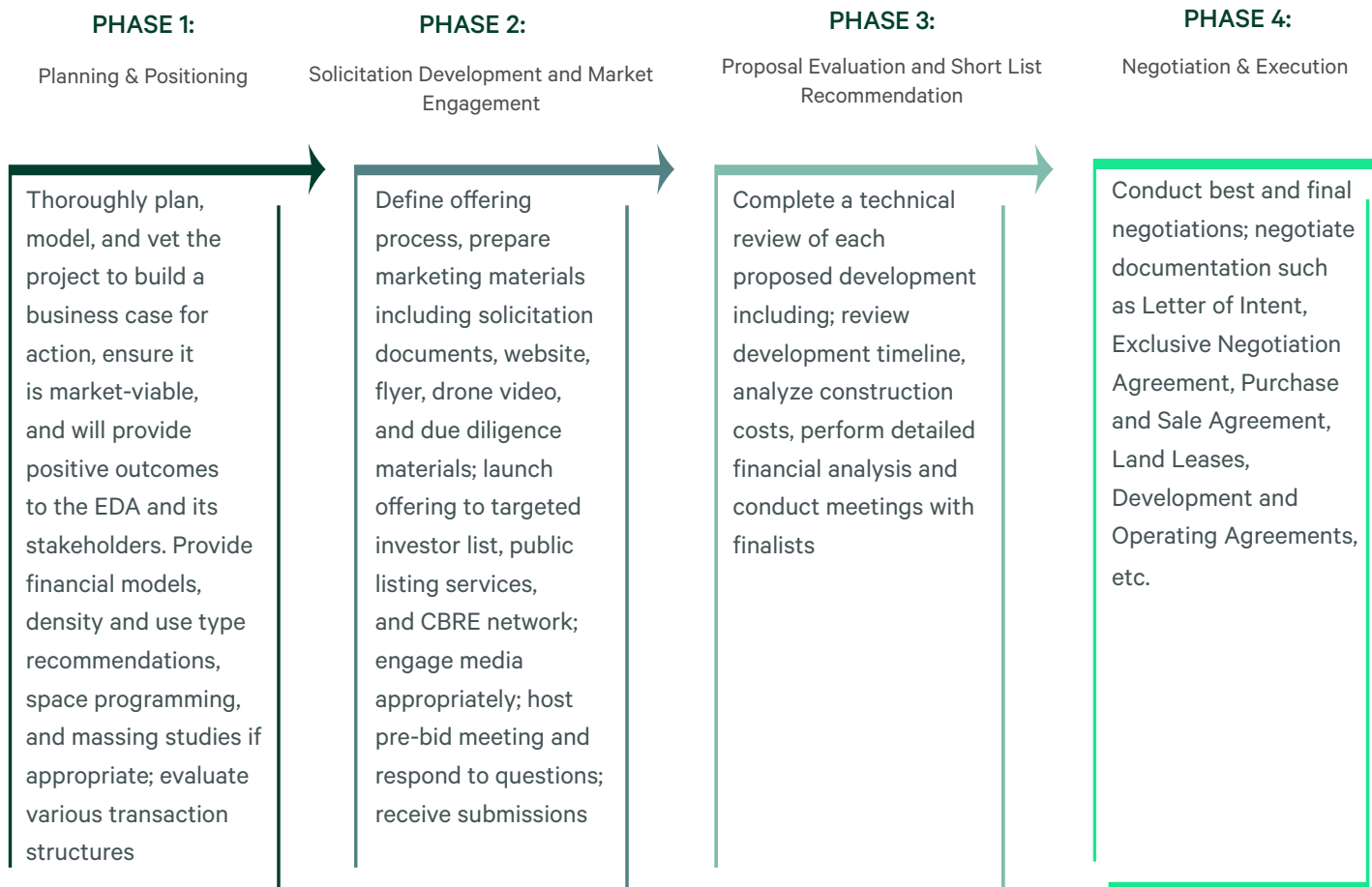
Finally, CBRE will be your complete partner throughout the closing process, coordinating execution of all transaction documents, partnering with the EDA's project team in City Council meetings, staff communication, and other stakeholder management tasks at the direction and discretion of the City on an as-needed basis. This may include in-person participation, drafting presentations or other documents/materials, and/or other tasks to support the EDA in closing the best deal.

Methodologies: Public-Private Partnerships

CBRE is advising municipal and public sector clients on dozens of public-private partnerships (P3s) throughout the country, delivering projects ranging from commercial mixed uses to operational and special purpose facilities. Infrastructure improvements are often included as part of the deal terms.

On potential P3s, CBRE can support the EDA with:

- A thorough planning process to determine whether a specific site is a good candidate for a P3 based on marketability, EDA goals, etc.
- Evaluate potential transaction structures and documentation options such as ground leases, sales, credit-tenant leases, land swaps, lease to own, development agreements, operating agreements, etc
- Portfolio analysis to identify P3 opportunities within current owned holdings or in support of other EDA requirements
- Market analysis and financial modeling described in previous sections
- Solicitation drafting and design
- Market engagement including managing the offering process on your behalf, managing all communications, hosting site tours, disseminating documents, contacting respondents for clarifications, answering questions, and collecting responses, all in accordance with the EDA's required procurement process.
- Technical evaluation of responses including financial review, technical feasibility, schedule



Methodologies: Communication & Quality Management

We maintain a high level of customer service and satisfaction by following four principles across all of our public sector engagements:

- Executing transactions at a maximum value for the client. We find that our clients are most satisfied when transactions are on time, and at favorable terms, and we strive to achieve this standard every day.
- Maximum communication. On any contract, change is inevitable. We find that communicating any changes in advance, avoiding surprises, is paramount to keeping our relationship running smoothly.
- Measurement. Prior to each transaction, we establish key performance indicators with our clients to determine what is most important on that particular transaction. On our state portfolio accounts for example, we set indicators relating to lease term savings, square footage reductions, and number of transactions approved that we can report on regularly. These indicators help ensure we are all working towards similar goals, and can measure our success accordingly.
- Executive-level engagement. The National Lead of our Public Institutions & Education Solutions practice, Mike McShea, and our local Managing Director Jeff Jiovanazzo are available to meet with the EDA to discuss the contract, our progress, ensure that you are satisfied with CBRE's service, and make changes to our team, if necessary.

The strength of the communication within the project team and with the EDA will have a meaningful impact on the success of our partnership. We tailor our reporting approach to the needs of each client and each project, with an emphasis on concise, timely, and actionable information. Depending on your preferences, our potential reporting formats include:

- Participate in scheduled meetings every third Tuesday of the month to discuss progress, share updates, and strategize on future real-estate endeavors
- Weekly check-in calls to report on status of ongoing transactions
- Monthly (or biweekly) status reports on properties including interested parties, follow-ups, tours, and interest
- Pre-determined milestone deliverables on ongoing projects
- Ad hoc reporting on market trends, activity, rents, and development in the area

CBRE will assist the EDA to build consensus with all stakeholders to support the recommended course of action. Without exception, our public sector work requires approval from multiple state, county, city or local government officials.

Our transparent process, attention to detail, and aggressive pursuit of our clients' goals enables us to deliver public sector projects from inception to completion.

We are committed to meeting the activity and transaction reporting requirements of the EDA and will give regular briefings to your staff at your direction to communicate status and recommendations. Brian Pankratz and Dan Swartz are based locally and available to meet in person on short notice.

04

References

A minimum of three references from similar collaborations, highlighting the firm's ability to work as a strategic partner in economic development contexts.



1.

City of Ramsey, MN

Sean Sullivan, Economic Development Manager | 763-433-9868 | ssullivan@cityoframsey.com

CBRE has represented the City in multiple transactions and dispositions including:

- 2.83 acres for new Aldi store
- 6.41 acres for 15 villa lots with Meadow Builders
- 0.75 acres for development of national auto part store with Java Development
- 1.5 acres for new hair salon with a private operator

In addition we are under contract on the City's behalf with Centra Homes for 120 homes, Take 5 for new oil change facility and Norhart for 200 unit apartment building

2.

Dakota County Community Development Agency

Kari Gill, Deputy Executive Director | 651-675-4477 | gill@dakotacda.org

CBRE has represented the CDA in multiple transactions and dispositions including:

- 164 affordable units on 6.5 acres
- 6.36 acres for future townhome development
- 4.77 acres for 176 senior housing units
- 4.83 acres for apartment development
- 1.86 acres for new gas, c-store
- 1.36 acres to build high acuity facility

3.

Minneapolis-Saint Paul Metropolitan Airport Commission

Karen Racek, Manager, Real Estate | 612-467-0514 | Karen.racek@mspmac.org

CBRE has represented the MAC in multiple transactions and dispositions including:

- 11.91 acres for development of lab and office space
- Ground lease in Blaine, MN on 2.5 acres for 30 years 109th/Radison Road

4.

Community Redevelopment Authority, Pompano Beach, FL

Nguyen Tran, CRA Director | 954-545-7769 | nguyen.tran@copbfl.com

CBRE is representing the CRA in the redevelopment of its downtown through a public-private partnership, attracting competitive developer proposals for CRA and City-owned parcels. CBRE's collaboration with the CRA has resulted in proposals and ongoing development agreement negotiations for new mixed uses including office, retail, government space, pedestrian areas, and others.

05

Fees

Payment shall be based on a commission model for real-estate transactions, with proposals required to detail the firm's commission rates and any additional fees.



Acquisition Services

In the event the EDA or City seeks to purchase property (either raw land or existing building(s)), CBRE will first pursue payment of those fees from the seller at a market rate, as brokerage fees are typically paid by the selling entity. In the event that property the EDA or City wishes to acquire is unlisted, or that a commission for the buyer's agent is not included in the seller's representation agreement with their agent/ broker, CBRE would seek a fee of 5% of the gross purchase price from the EDA or City as appropriate.

Disposition Services

In the event the EDA/City seeks to sell surplus property on a fee simple basis, CBRE's compensation will be 5% of the gross sale price, payable by the EDA/City to CBRE only. In the event the purchase is represented by a licensed buyer's representative with an executed representation agreement, the total commission will be 7%, with a portion of the fee paid to the buyer's representative.

Leasing

Lease services and corresponding commissions vary depending on the role of the EDA/City in the transaction and the type of property to be leased. In the event leasing is contemplated in this engagement, we will define these fees once we understand the nature of the listing.

Hourly Rates, if appropriate

If desired, CBRE also offers the below hourly rates for various assignments.

POSITION	RATES
Managing Director/Executive Vice President	\$400
Senior Vice President/Regional Manager	\$375
Vice President/First Vice President	\$300
Senior Associate/Associate/Manager	\$250
Research & Administration	\$150

In the event that our Agreement or any particular engagement to provide the Services ends without a signed transaction, within 30 days of that ending, CBRE shall provide the EDA/City with a list of all parties with whom CBRE was engaged in active negotiations with respect to transactions for which fees could be earned under this Agreement. CBRE shall also provide the EDA/ City with written evidence of such negotiations. If within one year after such expiration or termination date, the EDA/ City enters into any agreement of sale, lease, sublease or other written agreement with a party on such list for which a fee would have been earned hereunder, CBRE shall earn the fee provided for under this Agreement to the same extent as if the Services had not expired or terminated. Upon the expiration of the one year period, CBRE may present to the EDA/ City for its consideration an extension of the fee protection period for any existing transactions which remain active and imminent. The EDA/ City shall not be obligated to extend such period, but the Parties shall negotiate in good faith a fair compensation arrangement for the work performed by CBRE (or its Subagents) prior to termination. This paragraph shall survive the termination or expiration of our Agreement.

06

Signature Page



SIGNATURE PAGE

Dated 4-22-24, 2024.




Signature
By Jeff Jiovanazzo
Title Managing Director

State of Minnesota)
County of Hennepin) SS

Jeff Jiovanazzo (Name) being duly sworn, deposes and says that he/she is the
Managing Director (Title) of CBRE, Inc. (Name of Company) and that
the answers to the foregoing questions and all statements contained therein are true and correct.

Subscribed and sworn to before me this 22 day of April, 2024.



Notary Public

My Commission expires {notary stamp}:



07

Appendix

Case Studies

Highlighting the firm's ability to work as a strategic partner in economic development contexts and be a partner to municipal entities in the Midwest



City of Pompano Beach Community Redevelopment Agency, FL

Downtown Development Advisory, Public-Private Partnership, Economic Development



- Development Advisory & Disposition Services
- Consulting
- ITN Development
- Marketing
- Financial Analysis
- Constructability Analysis
- Economic Development

Challenge

The City of Pompano Beach, FL, and its Community Redevelopment Agency (CRA) have embarked on an ambitious plan to establish a more robust downtown area to stimulate economic development, enhance the area's competitiveness, and create a sense of place and identity for the City. The City and CRA have strategically designed a land assemblage of over 121 parcels totaling \pm 75 acres, invested in drainage and site infrastructure, and are working on modifications to the traffic patterns in the area to improve safety and pedestrian access. The City and CRA sought CBRE's support in engaging appropriate development partners to deliver effective mixed uses on the properties, including a new City Hall facility, transit-oriented development, and retail and multifamily services.

Solution

CBRE has worked consultatively with the City and CRA to capture citizen feedback and desires for growth in the area, preparing a comprehensive developer solicitation and incorporating the significant amount of pre-development work the City has already completed. CBRE launched a global marketing campaign encompassing all 75 acres with highly customized marketing materials, including an Invitation to Negotiate, a property website, drone video, and media outreach.

Results

The offering received significant market interest, and CBRE was proud to deliver multiple competitive offers for the City's consideration. Among the offerors is Roca Point Partners, who is developing Campus 244 in Perimeter Center (metro Atlanta) and Halcyon in Forsyth County, GA.

In October 2023, CBRE presented a side-by-side comparison of the developer proposals and was proud to achieve a 5-1 approval vote from City Commission to move forward with negotiations with the highest ranked offeror, a \$1.5B project.

City of Naples Community Redevelopment Agency, FL

Acquisitions, Strategy, Consulting



Challenge

The City of Naples Community Redevelopment Agency (CRA) hired CBRE following a competitive procurement to represent and advise them on real estate strategies and brokerage execution in support of CRA goals.

Solution

Our services in support of the City and CRA include:

- Assist the CRA/City to identify real estate opportunities to purchase, sell, lease or swap land for the development, redevelopment or repurposing of housing, city operations, parking structures, green spaces or other uses.
- Advise on real estate strategies within the CRA boundary, the City of Naples limits, and the nearby metropolitan area for a variety of potential projects
- Advise on property acquisition, developer RFPs, feasibility analysis, and market potential for new development and redevelopment.
- Monitor the market and provide updates and reports for suitable properties to meet the objectives of the CRA/City; prepare a Broker's price opinion, keeping a market watch on current properties available for Purchase, and negotiating with sellers and property owners on behalf of the CRA/City.
- To prepare strategies for purchase, sale and/or lease of properties, negotiate with sellers, buyers or lessors or lessees on behalf of the CRA/City and advise of the CRA/City and staff in matters regarding offers, counteroffers, discussions, and issues pertaining to the purchase, sale, and/or lease of properties.

Results

To date CBRE has represented the City/CRA in the purchase of one property and has been a full partner in strategy and market analysis relating to CRA priorities.

City of Bonita Springs, FL

Developer Attraction

Challenge

CBRE represents the City of Bonita Springs, FL in the solicitation of development partners for the redevelopment of 6 acres of riverfront property in downtown. While Bonita Springs is known for its world-class beaches, one of the City's hidden gems is its historic downtown. The downtown is lined with quaint shops, the meandering Imperial River, Old 41 Road and vibrant "old Florida" aesthetics. The collection of these attributes offers a unique sense of place and a charming location that draws a bustling crowd. CBRE has provided planning and feasibility services to the City to determine potential values, uses, and a marketing strategy to achieve the City's goals, which include:

- Accomplish a development that is the gateway to downtown and cornerstone of Old 41 Road
- Create a riverfront focus on the Site by incorporating public interaction with this dynamic space
- Integrate retail, cafes, attractions, and points of interest along Old 41 Road as well as along the Imperial River
- Contain a mix of residential housing including apartments and town homes
- Embrace the history of the Site and integrate references to the historic railroad, Tamiami Trail, and Imperial River at this location

Solution

After significant consultation with the City and its stakeholders, CBRE developed customized marketing materials including drone videography, a website, brochures, and an RFP reflecting the City's aesthetic and vision for the site. CBRE's Property Marketing specialists worked with the City to rebrand the project which had previously been known as the "Bamboo parcel," to Imperial Crossing, demonstrating our ability to customize our offering materials to the community, its heritage and our client's goals.

Results

The RFP was released in mid-January with proposals due in mid-April 2020. The offering has attracted significant interest with over 75 potential bidders downloading the project documents. CBRE delivered multiple competitive offers to the City. City Council selected the winning bidder and the project closed in April 2022.

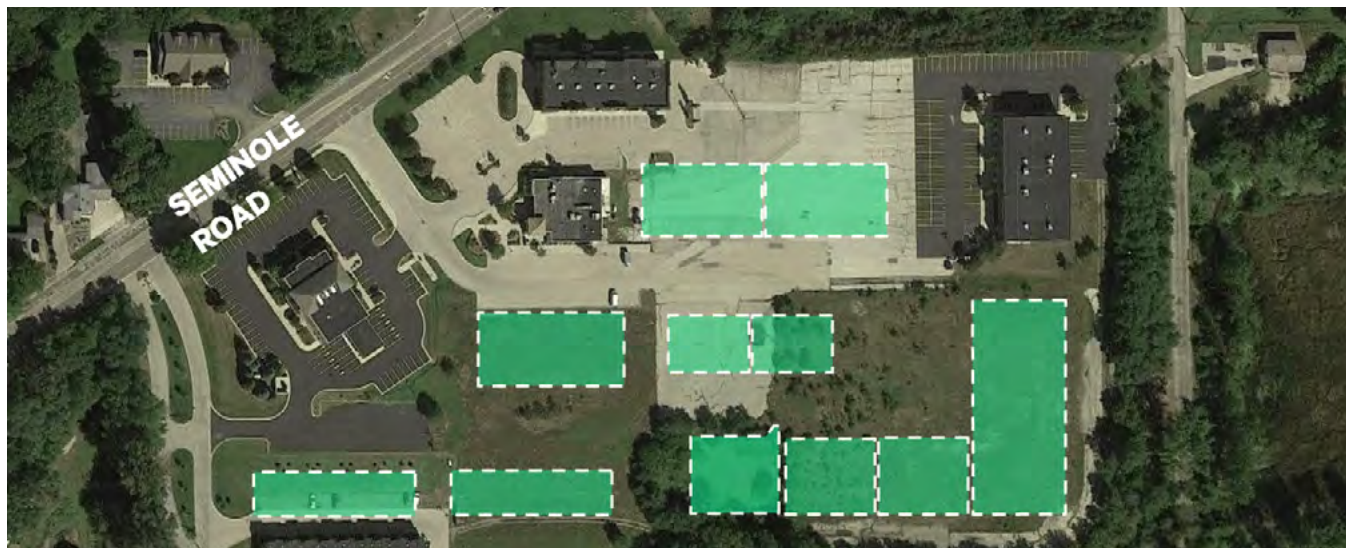


Offering Memorandum



City of Norton Shores, MI

Assemblage and Disposition for Housing



Challenge

The City of Norton Shores, Michigan engaged CBRE following a competitive procurement to represent it in the disposition of several parcels in the former Eastowne Centre site. The City had purchased the properties in lieu of foreclosure following an unsuccessful development attempt by a private company. Eastowne Centre forms an integral part of the City's Seminole PlacePlan, which encourages mixed-use buildings, increased walkability and creation of public spaces. The City was seeking beneficial development on the parcels to complement the PlacePlan.

Solution

CBRE met with the City to fully understand the sites' history, the City's goals, and provide our perspective of the market for the properties. The City had originally intended to market seven parcels; in order to create a more attractive offering to potential investors, CBRE recommended and implemented a plan to engage with adjacent property owners to successfully assemble five additional properties, making this a 12 parcel opportunity. By doing so, the future buyer would have more acreage to build upon and mitigate potential opposition from nearby property owners. Following the assemblage, CBRE created customized marketing materials for the properties, designed to showcase them in their best light and demonstrate the possibilities and potential at Eastowne. The team marketed the properties widely achieving wide regional visibility and provided regular updates to City Council.

Results

As a result of CBRE's marketing efforts, the City received multiple offers and accepted a competitive offer from a developer to purchase the sites and redevelop them as part of the mixed uses at the site. The properties will be redeveloped for restaurants, general retail, and apartments uses.

Dorchester County, SC

Challenge

CBRE was engaged by Dorchester County, South Carolina, following a competitive procurement to represent it in the planning and executing the P3 redevelopment of the 500 N. Main Street block in downtown Summerville.

The site is approximately ±5 acres, located in a key area in Summerville between the town's historic downtown core and the newer Nexton developments. At the crossroads of two busy arteries (Highways 78 and 17), the development of the Block 500 site has the potential to provide a new gateway to historic Summerville and extend the Main Street experience to the north.

Solution

The County is seeking mixed uses, including housing, retail, and office, and the new redevelopment to accommodate the County's continued occupancy on the site.

The County engaged CBRE to solicit, negotiate, and engage a developer to unlock the development potential of the site by creating a mixed-use town center type of district that promotes an active downtown and enhances the quality of life, civic use, and 24/7 activation while developing the property into its highest and best use.

CBRE provided a preliminary market feasibility analysis to quantify demand for the various use types anticipated and desired by the County. The team prepared sample massing studies and preliminary design concepts to guide developers in delivering the types of density and site layout the County desires while maintaining market flexibility and creativity. The team also delivered a Broker Opinion of Value to estimate the value the County might see on the property.

Results

CBRE drafted the developer solicitation documents incorporating the County's desires for the property and the unique attributes of downtown Summerville and launched a global marketing campaign. The County received multiple competitive offers in July of 2022. CBRE provided a detailed analysis of the proposals, their relative trade-offs for the County, and a financial analysis of all recommendations for the County's review.

The County has awarded the project to the winning developer and will negotiate the documentation with CBRE's support.

Current Site



Offering Documents



Bidder Analysis



Wayne County, MI

Acquisition Services



Challenge

Wayne County is the 13th most populous county in the United States, with over 1.8 million residents and 43 unique communities. CBRE was engaged to provide a broad range of real estate services following a competitive procurement in 2020. Since 2015, the County has streamlined operations, cut costs, and improved service delivery while achieving consecutive budget surpluses. Among other priorities, the County decided to invest some of the surplus into increased training for its law enforcement officers and engaged CBRE to perform site selection and acquisition services to locate a site for a new County gun range. The County was seeking 10,000-20,000 sf located in the County, but outside of the City of Detroit. The County requested that the property have close highway proximity and be located outside of residential areas due to its traffic and sound impact on its neighbors.

Solution

CBRE began the assignment by reviewing the County's existing owned portfolio to determine if appropriate sites were already owned by the County. When no existing sites proved suitable, the team began to cast a wider net, using public listing services and CBRE's Research capability and market knowledge to identify properties for sale that would satisfy the need.

Results

CBRE has presented multiple options to the County for its consideration and is currently in the evaluation, due diligence, and shortlisting stage of the site selection process. Following County concurrence on the shortlist of preferred sites, CBRE will represent the County in the negotiation and transaction execution.

Ramsey County, MN

Acquisition and General Brokerage



Challenge

Ramsey County conducted an extensive study and community engagement work to evaluate how it provides household hazardous waste (HHW) services to its residents with the goal of ensuring better service to and increased participation by County residents. As a result the County decided to develop an Environmental Service Center (“ESC”) and engaged CBRE following a competitive procurement to represent it in the acquisition of a suitable site.

Solution

CBRE began the assignment by reviewing the County’s existing owned portfolio to determine if appropriate sites were already owned by the County. When no existing sites proved suitable, the team began to cast a wider net, using public listing services and CBRE’s Research capability and market knowledge to identify properties for sale that would satisfy the 17 acre need.

Results

CBRE has presented multiple options to the County for its consideration and is currently in the evaluation, due diligence, and shortlisting stage of the site selection process. Following County concurrence on the shortlist of preferred sites, CBRE will represent the County in the negotiation and transaction execution.

Let's get started, together.

CBRE

**Brian
Pankratz**

Senior Vice President
+1 612 839 1005
brian.pankratz@cbre.com

**Anne
Rahm**

Midwest Regional Manager
+1 313 808 0717
anne.rahm@cbre.com

**Dan
Swartz**

Senior Vice President
+1 612 419 5950
dan.swartz@cbre.com

Explore our latest data, insights, and solutions to understand, and anticipate, and influence how we will work in the future.

www.cbre.com/thewayforward

OFFICIAL PROPOSAL

CITY OF DAYTON EDA REAL ESTATE BROKER REQUEST FOR PROPOSAL

DUE DATE: Tuesday April 30, 2024, no later than 5:00 p.m.

PROPOSALS WILL **ONLY** BE ACCEPTED AT:

DAYTON CITY HALL
ATTN: EDA
12260 South Diamond Lake Road
Dayton MN 55327

PROPOSAL SUBMITTED BY:

Firm name: Commercial Equities Group inc.

Mailing address: 3139 Fillmore St. NE

City/State/Zip: MINNEAPOLIS MN 55418

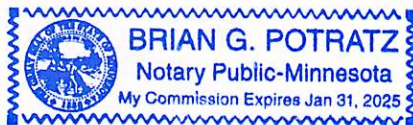
Official contact and phone number: JEFF SALZMANN 612-428-3333

RECEIPT OF PROPOSAL

Received: _____
Date Time By Whom

SIGNATURE PAGE

Dated April 29th, 2024.



Signature

By Jeff Salzman
Title Owner / Broker

State of MINNESOTA)
County of Hennepin) SS

Jeff Salzman (Name) being duly sworn, deposes and says that he/she is the
Owner (Title) of Commercial Equities Group (Name of Company) and that
inc.
the answers to the foregoing questions and all statements contained therein are true and correct.

Subscribed and sworn to before me this 29th day of April, 2024.

Notary Public

My Commission expires (notary stamp):

01/31/2025

Dear Zach Doud,

I am writing to be considered to serve the city of Dayton as their commercial real estate broker. I was born in St. Cloud, MN and have family who live, work, and own businesses in this community. I also own multiple properties and businesses in Minneapolis, Waite Park, St. Joseph, and St. Cloud. I am invested in the health of this community.

With over 30 years' experience in commercial real estate I have a great understanding of how to get deals done. I have had the opportunity of developing, managing, leasing, buying, and selling millions of square feet of industrial property all across MN. I am currently working with government agencies such as the USDA, Anoka Public Schools, and Minneapolis Public Schools as their contracted commercial real estate broker. I understand the unique skillset required to move projects forward in a political environment.

With my wonderful team, made up of over a dozen brokers and support staff, extensive knowledge of local real estate, excellent reputation, and specific market experience, I feel I would be a perfect fit to help the city of Dayton.

Included in this packet you will find my active Minnesota real estate license, my Service-Disabled Veteran Owned Small Business (SDVOSB) designation (listing me as a disadvantaged business entity), my capabilities statement, and letters of recommendation.

I would love the opportunity to be Dayton's commercial real estate broker.

Applicant Information:

Commercial Equities Group Inc.

Jeff Salzbrun

MN License # 40699118

Our partnership with the city of Dayton will address all of the objectives listed in the request for proposal:

- We pride ourselves in being able to provide expert representation and advisory to government agencies such as the Minneapolis Public Schools who own over 70 buildings and manage many leases. We meet with them on a regular basis to consult on a variety of commercial real estate questions and concerns. We represent them when the time is right. We look forward to a similar relationship to the city of Dayton.
- As listed above we act as a partner in real estate matters, offering expertise on acquisition, selling, and leasing of property. I have 30 years' experience in large projects that often-included city council meetings. I have worked with many city economic development coordinators such as the city of New Brighton, Fridley, Burnsville, Golden Valley, and Crystal to name a few. I look forward to being able engage in the economic development goals of Dayton.
- My team and I are very hands on. We are a bootstrap company. Having served in the army I know what it takes to finish what is started and make sure the deal gets done. We will engage in projects and initiatives led by the EDA, leveraging real-estate opportunities to foster community growth and investment.
- We are currently contracted by the United States Department of Agriculture where we meet bi-weekly with over 30 members of the USDA to plan the next move for a large project. These meetings serve to make sure all departments are heard, and the best decisions are carried forward. We understand the importance of participating in scheduled meetings and will be available every 3rd Tuesday of the month to discuss progress, share updates, and strategize on future real-estate endeavors. We will perform comprehensive property analysis, offer detailed analyses, including valuation, zoning compliance, market trends,

and feasibility studies, to guide strategic decisions. We will facilitate efficient transactions. We get deals done, ensuring they are executed effectively, ethically, and in compliance with all regulations.

Here is a general outline of our fee schedule. This will be agreed upon in a case-by-case basis as we understand that each property and project is unique.

- Proposed commission for city to purchase property: Generally, the seller pays broker commissions.
- Proposed commission for city to lease office/retail space: Generally, the seller/owner pays broker commissions.
- Proposed commission for sale of city owned real estate: 6% of sale price to be paid to broker by seller.
- Proposed pricing for ongoing consulting, lease/document review, negotiations etc.. either an hourly rate, a flat monthly fee, or a per project rate will be agreed upon depending on what best suits the city's needs.

More information at www.CEGspaces.com

Sincerely,



Jeff Salzbrun

Owner | Broker

REAL ESTATE SERVICES CAPABILITY STATEMENT



Cage 9BRM4 | DUNS 07-8767554

Adam Burke, Business Development
adam@cegspace.com | 612-590-4685

Jeff Salzbrun, Owner | Broker
jeff@cegspace.com | 612-788-1552

COMPANY OVERVIEW

Commercial Equities Group, Inc. is a service-disabled veteran-owned real estate brokerage headquartered in Minneapolis, MN. A network of brokers, investors and other professionals, CEG assists government clients in the leasing, buying, and selling of commercial properties. Led by owner Jeff Salzbrun, our group is made up of industry greats who provide the best service and most beneficial insight to effectively get deals done.

NAICS CODES

- **531** Real Estate
- **5312** Offices of Real Estate Agents and Brokers
- **5311** Lessors of Real Estate
- **53112** Lessors of Nonresidential Buildings (Except Miniwarehouses)
- **53113** Lessors of Miniwarehouses & Self-Storage Units
- **53119** Lessors of Other Real Estate Property

RECENTLY COMPLETED DEALS

Warehouse/Storage Leasing
Minneapolis Public Schools
Minneapolis, MN

80,000 SF
\$8M Lease Deal
Tenant representation

Office/Warehouse Sale
Plymouth, MN
29,000+ SF
\$2.3M Sale • FY 2021
Buyer representation

Office/Warehouse Leasing
Brooklyn Center, MN
35,000+ SF
Up to \$9.50 SF/YR Lease • FY 2021
Owner representation

Waste Management Leasing
Minneapolis, MN
120,000 + 150,000 SF
\$56,000 Lease/Month
Tenant lease representation

**Mission: We guide and represent our clients
to ensure deals get done in their best interest.**

Technical Services

- **Commercial Property Leasing**
- **Commercial Property Acquisitions**
- **Broker Price Opinion Services (BPO)**
- **Property Management**



Jeff Salzbrun, Owner | Broker



612-428-3333 | jeff@CEGspaces.com | CEGspaces.com

As a MN licensed broker & owner of Commercial Equities Group (CEG), Jeff Salzbrun leads a real estate network of brokers, investors & other professionals that specialize in the leasing, buying & selling of commercial properties. With over 20 years of experience, Jeff knows investment, development, management, tenant/owner representation, leasing & sales.

INFORMED

- Experience in every aspect of the commercial real estate industry
- Assisted in development, management, sales & leasing of multimillion SF

RESULTS-DRIVEN

- Thousands of sale & lease transactions/consulting, ranging from single offices to 2.5M SF
- Deals completed for business (all sizes), government, Fortune 500 industrial companies, education, restaurants, retail & investors (local & regional)

CONNECTED

- Thousands of [LinkedIn](#) & industry specific connections
- Multi-industry network
- Known for humor, transparency & integrity

INVOLVED

- Member, Minnesota Commercial Assoc. of Realtors (MNCAR)
- Member, Trust Vets & SDVOSB
- Member, MN Real Estate Assoc.
- National Assoc. of Industrial & Office Properties (NAIOP)
- Former Board member, St. Cloud State University, MN

SKILLS THAT GET DEALS DONE

- People skills & networking
- Market knowledge
- Negotiation
- Economics & mathematics
- Presenting & meeting client needs
- Prospecting
- Marketing & listing
- Research
- Law & regulation knowledge

STRENGTHS

- Persistent & adventurous
- Enthusiastic & helpful
- Positive & motivated

EXPERIENCE



Broker | Owner, Commercial Equities Group, 2010–Present

- Commercial real estate brokerage & investments network
- Service-Disabled Veteran-Owned Small Business (SDVOSB)



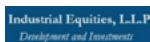
[@commercialequitiesgroup](#)

[Commercial Equities Group](#)



Partner, Essence Commercial Real Estate Services (ERSI), 2010–2020

- Leasing, sales & development specialist
- Full service brokers/consultants



Vice President of Leasing & Development, Industrial Equities, L.L.P., 1991–2010

- Property management, general contracting, broker & development
- Largest private industrial portfolio in twin cities area



US Army, Airborne Soldier (5th Quartermaster Airborne Detachment, Kaiserslautern, Germany), 1987–1990

- Airborne Rigger Motto: “I will be sure, always”
- Critical qualities: attention to detail, trustworthiness and focus on safety



October 05, 2020

Mr. Jeffry Salzbrun
COMMERCIAL EQUITIES GROUP INC
3139 Fillmore St NE, Suite 100
Minneapolis, MN 55418

Dear Mr. Salzbrun:

Your business has been certified for participation in the Minnesota Small Business Procurement Program based upon its status as a service-disabled veteran owned small business. Your business is now listed in the directory of certified businesses as shown below. Your company was certified on October 05, 2020.

COMMERCIAL EQUITIES GROUP INC
3139 Fillmore St NE, Suite 100
Minneapolis, MN 55418
State Vendor Number: 0000932219
www.commercialequitiesgroup.com

Service-Disabled Veteran Owned Business (S)
Jeffry Salzbrun
Phone: (612) 788-1552

Commercial Equities Group is an Investment Real Estate Service company. We are a full-service commercial real estate firm with a strong focus on helping tenants find the perfect space to grow their business and helping real estate owners solve problems. We assist tenants, landlords, sellers, owners and buyers with their commercial real estate transactions while building life-long relationships with our clients.
Primary NAICS Code: 531210

Preferences are only valid for products or services as approved by and on file with this office. The individual(s) in the Office of State Procurement who most often purchase the products or services you provide are listed on our website at
<http://www.mmd.admin.state.mn.us/mn06003a.asp>

You are required to notify this office in writing of any and all changes in your business which could affect your eligibility for this program within thirty days of such change. Please also notify this office of any changes in address, telephone number, product line or services, etc. Your certification is valid until rescinded by this office. You may be asked to verify and update information on file at any time.

Your company is listed on the state's vendor list. If you have any questions about the state's purchasing process, please feel free to call our HelpLine at 651.296.2600. Be sure to keep your vendor information current through the Supplier Portal Online Vendor Registration (link can be found on our home page at www.mmd.admin.state.mn.us). There you will also find a link to Solicitation Announcements, where the state's purchasing opportunities are published.

If you have any questions or need any assistance regarding the Minnesota Small Business Procurement Program, please feel free to contact the Office of Equity in Procurement at 651.201.2402.

Sincerely,

Babatope Adedayo
Vendor Specialist
Office of Equity in Procurement
Minnesota Small Business Procurement Program



The Office of Equity in Procurement now offers certified Targeted Group, Economically Disadvantaged, and Veteran-Owned small businesses a logo for use on their websites, emails, etc. To find this certification logo, please go to this website: <https://mn.gov/admin/business/vendor-info/oep/sbcp/cert-logo/>

Company Affiliation: Commercial Equities Group
Inc

STATE OF MINNESOTA



COMMERCIAL EQUITIES GROUP INC
3139 FILLMORE ST NE

MINNEAPOLIS, MN 55418

Department of Commerce

The Undersigned **COMMISSIONER OF COMMERCE** for the State of Minnesota hereby certifies that
Jeffrey A Salzbrun

3139 FILLMORE ST NE
MINNEAPOLIS, MN 55418

has complied with the laws of the State of Minnesota and is hereby licensed to transact the business of

Resident Real Estate Broker

License Number: 40699118

unless this authority is suspended, revoked, or otherwise legally terminated. This license shall be in effect until June 30, 2024.

IN TESTIMONY WHEREOF, I have hereunto set my hand this August 31, 2022.

A handwritten signature in cursive script, reading "Grace Arnold".

COMMISSIONER OF COMMERCE

Minnesota Department of Commerce

Licensing Division

85 7th Place East, Suite 500

St. Paul, MN 55101-3165

Telephone: (651) 539-1599

Email: licensing.commerce@state.mn.us

Website: commerce.state.mn.us

Notes:

- **Limited Brokers:** A limited broker license does NOT authorize the licensee to negotiate residential mortgage loans
- **Corporations:** Only the selected officers of a Corporation may act on behalf of the Corporation as limited brokers.
- **Limited Liability Company:** Only the managers of a Limited Liability Company (LLC) may act on behalf of the LLC as limited brokers.
- **Limited or General Partnership:** Only the general partners of a Limited or General Partnership may act on behalf of the Limited or General Partnership as limited brokers.

INDUSTRIAL EQUITIES L.L.P.

Development and Investments

TEL 612 332 1122

321 First Avenue North, Minneapolis, Minnesota 55401

FAX 612 332 0241

E-MAIL jallen@industrialequities.com

January 26, 2017

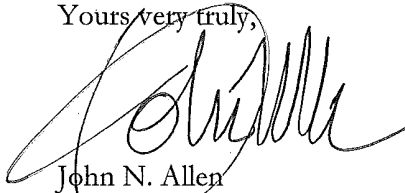
To whom it may concern,

This letter is a reference for Jeffry Salzbrun who is in our estimate one of the most professional, knowledgeable and aggressive commercial agents with which we deal. Jeff is constantly developing users and prospects for our portfolio which clearly indicates he burns shoe leather on a daily basis in the marketing of his listings and the pursuit of his prospects.

Unlike many in the industry, Jeff works hard and smart and is one of the few we would consider listing a property with.

Kindly advise if I can provide any further assistance.

Yours very truly,

A handwritten signature in black ink, appearing to read "John N. Allen", written over a circular stamp or seal.

John N. Allen
Chairman & CEO
Industrial Equities LLP



All of **us** serving you™

SMALL BUSINESS

August 30, 2022

Letter of Recommendation

Commercial Equities Group
Jeff Salzbrun

To Whom It May Concern

This is to confirm that I have worked with Jeff Salzbrun of Commercial Equities Group. They have provided numerous clients of mine with excellent commercial real estate services involving leasing, selling and acquisitions. In 35 years of banking, I have had an opportunity to work with a large number of real estate professionals and I have found Jeff Salzbrun to be very effective and professional. He and his firm are one of my key partners for clients in commercial real estate.

I can confidently recommend Commercial Equities Group for any and all commercial real estate transactions.

Sincerely,

Marty Long
V.P. - Business Banking Sales Manager
U.S. Bank
2690 Snelling Ave N., Roseville, MN 55113
651-604-1618 (office)
651-238-7191 (cell)
651-582-0416 (fax)
marty.long@usbank.com





Experts in: Financial & Business Coaching, Real Estate, Asset Protection, Credit & Finance, Debt Negotiations

Dear client,

Allow me to introduce you to an extraordinary commercial real estate broker,

Jeff Salzbrun.

I met Jeff as a result of my radio show and a networking group. I have worked with many, many, so called professional commercial real estate agents. To say that I have found them lacking would be a considerable understatement. Frankly, many of them were failed residential real estate agents. The idea that someone who cannot make it in residential thinks that a better fit would be commercial is astounding to me. Nothing against residential agents (I am proud to know a handful of superstars) but I believe the knowledge and skill level requirement for a commercial agent is several levels above residential sales. In all my decades of having worked with many other commercial real estate salespeople I would only recommend two! Is that clear enough! Jeff Salzbrun is one of them. I have worked with both Jeff and his wonderful wife Jose (she is an appraiser specializing in \$100M+ properties) on several transactions. I have met and worked with his impressive adult daughter Halie. I am told that I may have my youngest fan and regular listener to my radio show in their young son Levi. Not only do I respect Jeff, but I also genially think the world of this guy. He is former Army Airborne Ranger, so I probably don't need to say what that means to me. I trust Jeff, you could look a lifetime and not find a better commercial broker. Never mind Jeff's low key and casual demeanor, he is spectacular! I could not recommend him more highly.

As you may know, whenever you get a referral from me it is not simply a matter of giving you a name or flipping you a business card. I have met, interviewed, and researched every professional I refer. In all cases you can assume that I have met and interviewed several others in the same field and that I have determined what separate and define the differences between someone who is simply good from someone who is truly excellent. I work very hard to separate myself from mediocrity and the professionals I proudly refer and recommend are no exception to this rule. It is my sincere hope that this introduction & referral to Jeff Salzbrun and Commercial Equities Group will enhance the value I represent to you and encourage you to do business with myself and the network of professionals with whom I associate for years to come.

With Pride and honor, I would like to introduce you to my good friend & colleague:
Jeff Salzbrun.

I remain at your service,

Very sincerely,
Todd A. Rooker

See Jeff Salzbrun's contact information below:



Jeff Salzbrun is the owner and broker of Commercial Equities Group (CEG). As a veteran-owned real estate brokerage, CEG has been involved in many sale and lease transactions, ranging from single offices to 250,000+ square foot buildings. At CEG, we get your deal done. We know space, and we know the CRE business.

I'm here to help if you have any questions (612-788-1552 or jeff@CEGspaces.com)

<https://www.cegspaces.com/>

[#CommercialRealEstateBroker](#) [#broker](#) [#CEGknowspace](#) [#CEGspaces](#) [#CEGTwinCities](#)
[#officespace](#) [#industrialproperty](#) [#mixeduseCRE](#) [#commercial](#) [#commercialproperty](#)
[#MN](#) [#twincities](#) [#CRE](#) [#twincitiescommercialrealestate](#) [#MNbusiness](#) [#CREinvesting](#)
[#BuyCRE](#) [#lease](#) [#land](#) [#industrial](#) [#office](#) [#CREinvestment](#) [#CREinvestmentproperty](#)
[#help](#) [#helping](#) [#askforhelp](#)

Jeff in 1988:



APRIL 2024

Real Estate Broker Services Proposal

City of
Dayton
EDA



Dayton
Live the difference.



IAG COMMERCIAL
REAL ESTATE

80 SOUTH 8TH STREET, SUITE 900
MINNEAPOLIS, MN 55402
612.868.7429
WWW.IAGCOMMERCIAL.COM



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April 30, 2024

Dayton City Hall
ATTN: EDA
12260 South Diamond Lake Road
Dayton, MN 55327

Dear City of Dayton EDA:

The following proposal provides an overview of Integrust Advisory Group, LLC dba IAG Commercial. IAG Commercial was founded to exclusively service the commercial real estate needs of end-users such as the City of Dayton EDA. Our specific focus avoids the institutional listing and management conflicts that reside within our larger national competitors.

IAG Commercial was started in July of 2009 with one driving focus: to supplement the commercial real estate needs of our end-user clients who do not regard real estate as their core business. Our exclusive focus helps clients plan, define, and deliver on a commercial real estate strategy that complements their business plan. The agreed upon strategies are delivered through our services: strategic real estate planning, tenant or buyer representation, site selection, and disposition of excess real estate.

IAG Commercial will evaluate the City of Dayton's unique real estate needs, evaluate the current real estate market in the surrounding area, execute a strategic real estate plan, and deliver a best-in-class service to meet the City of Dayton's needs.

On behalf of IAG Commercial, thank you for inquiring about our services and we are excited about the potential opportunity to work with the City of Dayton EDA.

Best regards,

Jeffrey LaFavre, CCIM, MCR
President
IAG Commercial
612-868-7429
jlafavre@iagcommercial.com

Zachary Synstegaard, JD
Advisor
IAG Commercial
612-860-2547
zsynstegaard@iagcommercial.com

IAG'S MISSION & CORE VALUES



IAG Commercial was started in July of 2009 with one driving focus: to help our end-user clients meet their exclusive real estate needs. Integrust Advisory Group LLC is our legal name, and we do business as IAG Commercial. Our legal name emphasizes our two cornerstones: **INTEGRITY & TRUST**

We help end-users plan, define, and deliver on a commercial real estate strategy that complements their business goals. These strategies are then carried out through leasing or buying space, disposing of excess real estate, or selecting and building a new site.

Our Mission:

Making our communities better by helping clients make wise real estate decisions.

Our Client Commitment:

We want to help every client see their plan through to success.

We were created to focus on the exclusive real estate needs of our end-user clients. We believe conflicts of interest can be managed more effectively by not providing agency services to both institutional landlords and end-user clients.

We manage the lengthy and detailed stages of our client's real estate tasks. This includes defining the project scope, gaining internal and city approvals, document review with legal staff, construction oversight, and much more.

Our Suite of Services:

- ⇒ Strategic Real Estate Planning
- ⇒ Tenant/Owner Representation
- ⇒ Building or Space Disposition
- ⇒ Portfolio Management
- ⇒ Development and Construction Project Management
- ⇒ Land Acquisitions and Assemblage

Core Values of Our Team:

- ⇒ Trustworthy in Actions
- ⇒ Committed to Live with High Integrity
- ⇒ Passionate & Kind when Helping Clients
- ⇒ Collaborative
- ⇒ Driven to Excellence and Urgency

INDUSTRIES WE SERVE



IAG Commercial recognizes each of our clients have their own decision making process and unique real estate needs. We target three industry sectors: **corporate, government, and non-profit.**

The IAG team has successfully assisted our clients across the Twin Cities metro area. Our clients include:

Corporate

- ⇒ Travelers Insurance
- ⇒ Xcel Energy
- ⇒ Charles Schwab
- ⇒ Matsuura Machinery USA
- ⇒ PA NAM Corp.

Government

- ⇒ City of Brooklyn Park
- ⇒ City of Minneapolis
- ⇒ Wright County
- ⇒ City of St. Cloud

Non-Profit

- ⇒ Tree Trust
- ⇒ U.A. Plumber's Union Local #15
- ⇒ North Central University
- ⇒ YouthLink
- ⇒ Cedar Valley Church

Included on the following pages are case studies detailing recent relevant projects completed by IAG Commercial.

CORPORATE



GOVERNMENT



NON-PROFIT



CASE STUDY:

City of Brooklyn Park



Overview

The City of Brooklyn Park desired to create a new Small Business Incubator Center to help immigrant businesses have a greater chance for success. IAG was hired to map out a six-sigma process and composition of the center through facilitation of stakeholder meetings. Once defined, IAG and WSB Engineering teamed up to represent the City of Brooklyn Park in assistance with this effort.

Goals

Brooklyn Park desired an approximately 20,000 square foot site aimed at helping new or young businesses get off the ground. The City desired an environment that created a collaborative space where new businesses could thrive and grow through information sharing and needed support structures.

Challenges

The City was not sure if it made more sense for them to lease or buy a building. Stakeholder mapping indicated office and office/warehouse needs were most prevalent but there was defined need for some retail space, as well. This created facility challenges as no single building seemed ideal for the mix of required needs such as dock doors, retail visibility with parking and 12 ft. plus ceiling heights. In addition, stakeholders were fragmented and faced some nationality language barriers. We also faced a challenge in finding an acceptable property and keeping the build-out within budget and on time.

Solutions

IAG Commercial utilized Six Sigma techniques to define the need for an entrepreneurial incubator space within the City. IAG led an effort to identify stakeholders and engage in discussion around their individual business needs and desired space needs. IAG then worked with the City to gain approval to proceed toward finding the most ideal building/space to purchase or lease.

WSB and IAG embarked on a needs analysis process which included a programming exercise to determine the requirements of a new space. An architect was selected and WSB and IAG guided the architect through the programming exercise. IAG went to the marketplace to identify all possible alternatives which could fulfill the City's requirements. WSB and IAG toured the spaces, issued a request for proposal to finalist, and discussed the pros and cons of each space with the City.

WSB and IAG worked with a general contractor to create a high-level estimate which was used to compare the spaces. IAG then developed a detailed financial analysis which identified the financial implications of the real estate decision at hand. IAG was instructed to purchase a 60,000 square foot retail strip center that was partially leased and an adjacent land lease that housed a former CVS drug store.

At that time, IAG was acting as the Owner's Representative, overseeing the design, construction, IT & AV Design, as well as the design and selection of FF&E. They managed the consulting team and worked with the City's EDA staff. IAG maintained the schedule and budget, facilitated bidding and contracting, oversaw construction, FF&E installation, punch out, and commissioning. They also reviewed and approved all pay applications for the City and obtained all lien waivers, as well as worked with the title company to facilitate title searches and funding.

CASE STUDY:

Wright County



Overview

IAG Commercial, in partnership with WSB & Associates, were hired to assist Wright County with redevelopment options for the former Government Services Center.

Goals

Wright County was looking for professional services to help them determine the best redevelopment option for the former Government Services Center located in downtown Buffalo, MN.

Challenges

The former Government Services Center is located within the core of the City of Buffalo and overlooks Lake Buffalo. Wright County was the largest employer in the downtown area and with their departure to the new government services center on the outskirts of Buffalo, the economic impact was going to be significant to the downtown area. Many of the local services businesses, affiliated with the government services, were also going to be relocating closer to the new center.

While the property was owned by the county, the City of Buffalo owned some surrounding properties that complimented the site. Subsequently, the City was invited to be involved in the process to assure a complementary use to their proposed 2040 guide plan. Last, there were many “stakeholders” that demanded a voice and the county wanted to accommodate these requests. This included area businesses, adjacent residential neighborhoods, and the respective government officials and special interest groups.

Solutions

In partnership with WSB & Associates, IAG Commercial was hired to facilitate the stakeholder meetings, summarize “highest and best use” findings, provide twenty year tax modeling of such findings, and present the findings to the County and City leaders.

After conducting seven (7) stakeholder meetings, ranging in size from five to twelve people, it was determined that three options should be considered:

1. Raze the current structures and develop new mixed-use housing with some complementary retail and green space.
2. Sell the buildings “as-is” to a buyer who will address the critical capital and cosmetic improvements, only.
3. Sell the buildings “as-is” to a buyer who would remodel with significant improvements and upgrades to the properties.

With these three agreed upon solutions, IAG Commercial led the effort to provide a twenty (20) year tax yield on these three options and then recommending what IAG Commercial believed to be the “highest and best use” for the site. This included insight of market conditions with a balance to the twenty (20) year tax benefit.

CASE STUDY:

City of St. Cloud

Overview

The City of St Cloud engaged the IAG Commercial team to review and develop a new strategic plan for the Airport Business Park (ABP).



Goals

In partnership with WSB & Associates, WSB and IAG Commercial were hired in 2023 to evaluate the success of the St. Cloud Airport Business Park and make recommendations on how to improve its success through the creation of a new strategic real estate plan for the park.

Challenges

The Airport Business Park (ABP) consisted of an ownership group of several partners who were not all in agreement on the future direction of the park. The park had seen limited success over the last twenty years and was poorly located to capitalize on the growth in distribution and some manufacturing, who desired to be near interstate 35W. Making changes to the market positioning of the park required additional capital expenditures. The ownership group was not in agreement on if or where, funds should be spent.

Solutions

Led by IAG Commercial, WSB and IAG Commercial were tasked with delivering a clear: mission and vision statement, value statement, and strengths, weaknesses, opportunities and threats (SWOT) analysis. To accomplish this, the following activities were led by IAG Commercial:

1. Conducted a series of six stakeholder meetings with the ABP Partners, Local Government officials, and the Business Park Community including: area businesses, current tenants in the park, area real estate brokers, and area contractors and developers.
2. Developed and presented for agreement, the “highest and best use scenarios” to the ABP ownership group.
3. Provided property valuations over twenty years for anticipated best uses and potential tax base.
4. Recommended steps to implement the agreed upon best scenario.
5. Completed the strategic and implementation plan including rebranding, signage, and a new mixed use target market within ninety miles of the “regional business park”.

TEAM CREDENTIALS



Jeff LaFavre - President
80 South 8th Street, Suite 900
Minneapolis, MN 55402
612-868-7429
jlafavre@iagcommercial.com

Jeff will be the main point of contact with City staff on this project. Jeff will oversee community stakeholder meetings, facilitating initial and client kick-off meetings, as well as conducting final summary meetings.

Jeff founded our company in 2009 and has 35 years of experience in the commercial real estate industry. Jeff has CCIM and MCR designations. He has an MBA with a finance concentration from the Carlson School of Management and a B.S. Marketing degree from Oral Roberts University.

Relevant work experience:

- Identifying stakeholders and project objectives
- Facilitating stakeholder meetings
- Overseeing detailed financial projections on project costs and tax base benefits
- Acquiring and leasing buildings and space
- Disposing of excess real estate
- Repositioning business parks and creation of strategic plans
- Overseeing construction management buildouts

Zach Synstegaard, JD - Advisor

Zach's role will be teaming with Jeff on all aspects of the project with focus on managing the site selection process, document drafting, and assisting in real estate project tasks.

Zach has 4 years of experience in the real estate industry and joined IAG Commercial in November of 2023. With his law degree, Zach has enhanced knowledge of negotiations, contracts, and real property law. Additionally, Zach is a Veteran and served 8 years in the MN Army National Guard. His last duty position was as the Battalion Logistics Officer where he managed the logistics cell of his unit and was in charge of sustaining a Battalion of over 500 Soldiers and their vehicles and equipment.

Relevant work experience:

- Real estate law
- 4 years experience in real estate negotiations
- 4 years experience in representing real estate clients
- Project management



Jeff LaFavre incorporated Integrust Advisory Group, LLC (dba: IAG Commercial) in July 2009. Jeff focuses his time around serving clients and managing teams for our corporate, government, non-profit, and investment clients.

Jeff began his commercial real estate career in 1989 with the Trammell Crow Company. In 1994 he co-founded the United Properties, now Cushman & Wakefield-MSP, Corporate Services Division and helped build this division until 2004. From 2004 to 2009 Jeff was Managing Principal of the Minnesota operations for Colliers Turley Martin Tucker.

Jeff has an MBA with a finance emphasis from the University of Minnesota, Carlson School of Management. He has earned the Certified Commercial Real Estate (CCIM) certification, the Master of Corporate Real Estate (MCR) certification and the Society of Office and Industrial Realtors (SIOR) designation which recognizes the top ten percent of all commercial real estate brokers.

Jeff LaFavre, CCIM, MCR
President
IAG Commercial

License # 40072830

jlafavre@iagcommercial.com

80 South 8th Street
Suite 900
Minneapolis, MN 55402
Tel. (612) 868-7429

Resident Real Estate Broker

Honors & Accomplishments:

- (2020) Achieved the Six Sigma Black Belt Certification
- (2008) Award Recipient of Business Journal's Best Places to Work as Managing Principal of Colliers Minnesota
- (2001) Eagle Award recipient of United Properties that annually recognizes the top employee within the company
- (2000) Lead developer for BlueCross and BlueShield of Minnesota corporate headquarters and awarded the best mid-size Twin Cities office building by NAIOP in 2000.

Current and Past Community/Professional Involvement:

- (2024-2027) Board Member Burnsville Chamber of Commerce
- (2021-2022) CoreNet Midwest Chapter President
- (2018-2022) CoreNet Midwest Chapter Board Member
- (2016-2022) Burnsville Economic Development Commissioner
- (2008-2021) Greater Twin Cities YMCA General Board Member
- (2009) President of the Minnesota Commercial Property Exchange and Board Member (2008-2014)
- (2008-2013) Chair of Greater Twin Cities YMCA Property & Facilities Committee

Current/Past Clients:

- City of Minneapolis
- The Travelers
- Charles Schwab
- Xcel Energy
- BlueCross BlueShield of MN
- Ecolab

PRIMARY SPECIALTIES

Corporate Real Estate
Tenant Representation/Disposition
Development/Investment Services



Zach Synstegaard, JD

Advisor

IAG Commercial

License # 40660220

zsynstegaard@iagcommercial.com

80 South 8th Street

Suite 900

Minneapolis, MN 55402

Tel. (612) 860-2547

Resident Real Estate Salesperson



Zach entered the real estate business in 2019 with a background in law. He graduated from the University of St. Thomas School of Law and brings strong negotiation skills and knowledge of the law to each transaction. Zach is dedicated to personalized service to each of his clients.

Zach is also a Veteran, having served 8 years in the Minnesota Army National Guard. He deployed to the Middle East in 2021 and served in Kuwait, Jordan, and Afghanistan. He was a part of the security and evacuation efforts in Kabul, Afghanistan in August of 2021.

Zach, his wife Courtney, and son Lucas, live in Lester Prairie, MN with their Golden Retriever, Archie. In his spare time, he enjoys sports, the outdoors, traveling, and spending quality time with family and friends.

Honors & Accomplishments:

- Licensed in both MN and WI
- Awarded the Meritorious Service Medal (MSM) for service during his unit's deployment to the Middle East (2021-2022) in support of Operation Spartan Shield (OSS) and Operation Inherent Resolve (OIR)
- Awarded the Army Commendation Medal with "C" Device for service in Afghanistan in August of 2021

Current and Past Community/Professional Involvement:

- Gather and Grow Food Shelf (Waconia, MN) – Experience Task Force
- BNI Member – Lakeside Networkers Chapter (Waconia, MN)



Stacey attended North Central University in Minneapolis, MN and earned her Bachelor's Degree in Business Administration in 2005. Following her college career, she became an Event Coordinator and Administrative Assistant at a large church in the Minneapolis area. She entered the commercial real estate field in 2008 as an Administrative Assistant to multiple commercial real estate agents at Colliers Turley Martin Tucker. Stacey also worked for Coldwell Banker Commercial Griffin and in 2022 joined IAG Commercial as Business Coordinator.

Stacey has many years experience and expertise is providing administrative support to commercial real estate agents and their teams. With a career spanning numerous years in the industry, she has honed her skills, becoming an indispensable asset to any real estate operation. Her meticulous attention to detail and adeptness at multitasking ensure that operations run smoothly and efficiently. Stacey's understanding of the intricacies of the commercial real estate landscape, coupled with her dedication to exceeding expectations, make her an invaluable partner in driving success for her team and their clients.

Stacey and her husband have 4 daughters. They are very involved in their church, like traveling together as a family, and enjoy attending their children's sporting events.

Stacey Williams
Business Coordinator
IAG Commercial

swilliams@iagcommercial.com

80 South 8th Street
Suite 900
Minneapolis, MN 55402
Tel. (612) 655-5552

COLLABORATION STRATEGY



What sets us apart from the competition is that we are advisors first and real estate brokers second. Our clients make informed decisions because we help them evaluate every situation and weigh the pros and cons of every option. We advise our clients to think both about their immediate needs and their future needs. IAG Commercial will view itself as an extension of the City of Dayton EDA team; keeping you informed of our work at every turn. We also have experience engaging stakeholders and the community in past projects - leading meetings to capture the public's input while accomplishing the goals of our clients.

We generally adhere to the philosophy that those closest to the problem, have the best ideas on how best to address the problem. Asking the right questions and listening deeply are important in framing the problem and piecing the best solution together.

We work to capture stakeholders thoughts through intelligent questioning and active listening. Sometimes, we challenge peoples thoughts so that we can help them see problems from other stakeholders perspective. When this happens, solutions become more innovative and answers are more clearly resolved in a way that benefits all stakeholders.

For our core services, we have worked to define processes that utilize six sigma process methodology. We have defined and documented these repeatable processes so each of our employees deliver services consistently and with excellence. These processes continue to be refined as knowledge or technology changes. An example of this is our attached site selection exhibit.

1. Provide Expert Representation and Advisory

- ⇒ **Acquisition:** Question to understand what the client desires, both today and in the foreseeable future. Once established and agreed upon, we research potential properties aligned with the client's goals, negotiate purchase agreements, and conduct due diligence to assess property condition and potential for development.
- ⇒ **Disposition:** Evaluate the client's current property portfolio, identify assets for disposal, create a property opinion of value report, develop marketing strategies, and facilitate negotiations with potential buyers.
- ⇒ **Leasing:** Analyze market conditions to determine optimal leasing strategies, research possible building options and conduct tours of the top buildings, negotiate lease terms with tenants, and ensure compliance with leasing regulations.

2. Support Economic Development Initiatives

- ⇒ **Project Engagement:** Work with the client to identify potential stakeholders. As appropriate, conduct meetings with potential stakeholders to glean their opinion of the challenges and possible solutions.
- ⇒ **Opportunity Leveraging:** Research marketplace demand opportunities, identify real estate opportunities within economic development initiatives, such as brownfield redevelopment or infrastructure projects, and leverage these opportunities to attract investment and stimulate local economic growth.

COLLABORATION STRATEGY



3. Engage in Strategic Meetings

- ⇒ **Scheduled Participation:** Mark the calendar for the third Tuesday of each month to ensure availability for strategic meetings. Prepare in advance by reviewing previous meeting minutes, compiling relevant data, and developing talking points to contribute effectively to discussions.
- ⇒ **Progress Updates:** Provide updates on ongoing real estate projects, share insights on market trends, and collaborate with other stakeholders to develop strategic plans for future initiatives.

4. Perform Comprehensive Property Analysis

- ⇒ **Valuation:** Most property disposition and property acquisition projects start with completion of a building opinion of value (BOV) report.
- ⇒ **Zoning Compliance:** Conduct thorough reviews of zoning regulations, future guide plans, and land use ordinances to ensure proposed developments comply with local zoning laws.
- ⇒ **Market Trends:** Analyze local market conditions, including supply and demand dynamics, rental rates, vacancy rates, and demographic trends, to assess the viability of real estate investments.
- ⇒ **Feasibility Studies:** Conduct detailed feasibility studies to evaluate the financial viability and potential risks associated with proposed real estate projects, considering factors such as construction costs, projected revenues, and market competition.

5. Facilitate Efficient Transactions

- ⇒ **Transaction Oversight:** Coordinate with legal counsel, brokers, and other stakeholders to ensure all aspects of real estate transactions are handled efficiently and in compliance with legal and regulatory requirements.
- ⇒ **Ethical Conduct:** Adhere to ethical standards and best practices in real estate transactions, including full disclosure of relevant information, fair treatment of all parties involved, and avoidance of conflicts of interest.

REFERENCES



Wright County

01

Elizabeth Karels
Project Administrator

3650 Braddock Ave NE
Buffalo, MN 55313

Phone: 763-684-8604

Email: elizabeth.karels@co.wright.mn.us

Project Performed: Jan 2022 to Aug 2022

Scope of Work Performed: Strategic and
redevelopment plan, old government center

City of St. Cloud

03

Cathy Mehelich
Economic Development Director

400 2nd Street S
St. Cloud, MN 56301

Phone: 320-650-3111

Email Address: cathy.mehelich@ci.stcloud.mn.us

Project Performed: Feb 2023 to Aug 2023

Scope of Work Performed: Strategic plan for
industrial park

City of Brooklyn Park

02

Breanne Rothstein
Economic Development & Housing -
Senior Project Manager

5200 85th Avenue N
Brooklyn Park, MN 55443

Phone: 763-493-8058

Email: Breanne.rothstein@brooklynpark.org

Project Performed: Jan 2021 to Aug 2023

Scope of Work Performed: Coordinated
stakeholder meetings to define the project scope,
conducted site selection efforts and negotiated
the purchase of a building, managed the design,
FF & E, and closeout of new incubator space

COST PROPOSAL



Market rate fees tend to vary by product type for different types of buildings. They also differ by leasing vs. selling vs. buying. Because of the complexity of these different structures we typically like to discuss these under a separate agreement.

Strategic planning services are done on an hourly basis with three pay structures:

- ⇒ \$350/per hour for Jeff LaFavre
- ⇒ \$175 per hour for Zach Synstegaard
- ⇒ \$75 per hour for research and support services

All extraordinary costs are billed at cost and must be preapproved by the clients prior to expenditure.

Possible Additional Services

Construction Project Management is provided by IAG Commercial if clients desire to have an Owner's Representative to coordinate: construction schedules, audio-visual design and selection, weekly meetings, budget oversight, and architectural tasks. Such coordination will include invoice approval, punch-list coordination, and lien waiver collection.

Construction Project Management Fee:

- ⇒ 5% on projects under \$500K
- ⇒ 4% on projects of \$500K-\$1,000,000
- ⇒ 3% on projects of \$1,000,000-\$2,000,000
- ⇒ 2% on projects of \$2,000,000-\$5,000,000
- ⇒ 1% on projects over \$5,000,000

All fees are calculated cumulatively.

SIGNATURE PAGE

Dated 4/16, 2024.

[Signature]
Signature
By Jeffrey L. LaFave
Title President

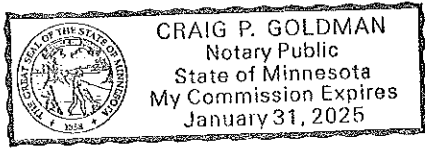
State of MINNESOTA)
County of HENNEPIN) SS

JEFF L. LAFAVE (Name) being duly sworn, deposes and says that he/she is the
PRESIDENT (Title) of IA9 Commercial (Name of Company) and that
the answers to the foregoing questions and all statements contained therein are true and correct.

Subscribed and sworn to before me this 16 day of APRIL, 2024.

[Signature]
Notary Public

My Commission expires (notary stamp):



EXHIBITS



Site Selection Process - IAG Commercial

Int.	Action Item	Person	Due	Complete.	Notes
	Advising Recommendations:				
	A=Administrative				
	B=Business Development (Advisor Role)				
	M=Marketing				
	O=Owner's Rep.				
	R=Research				
1	Draft and finalize the representation paperwork	A, B			
2	Connect with client to fully understand assignment	B			
	• Geographic search area, specifically				
	• Type of space needed including:				
	a. Clear heights (industrial and retail)				
	b. Docks and drive-in doors				
	c. Power/lighting requirements				
	d. Desired amenities				
	e. Parking requirements and excess land for future expan.				
	f. Type of space or property desired				
	g. If land, within or outside of the MUSA line MUSA=Municipal Utility Service Area				
Notes:					
3	Confirm Process and Funding:				
	a. Desired process and timing of the project deliverable	B			
	b. Verify funding available for project	B			
Notes:					
4	Research the area for Options:				
	a. Search MLS databases	R			
	b. Drive the area	B			
	c. Call the City EDA-land or buildings for sale	B/R			
	d. Put out a search request	R			
Notes:					
5	Put together Tour report for Client:	R/A/B			
	a. Call options to confirm details and availability	R			
	b. Assemble a tour report with these sections:				
	1. Table of Contents	A			
	2. Map of search area	A			
	3. Scope of search	R			
	4. Options recommended for tour	R/B			
	5. Options eliminated for tour	R/B			
Notes:					
6	Set up Tours with Listing Agents	R/B			
	a. Prepare tour agenda incl. listing contact cell number	B			
	b. Set up tours with listing agents	R/B			
	c. Review tour route	B			
	d. Pre-drive/walk tour, if necessary, to gain high confidence	B			
Notes:					
7	Set up Tours with Client				
	a. Determine if will pick up client or meet them there	B			

	b. If riding together, have water in a cooler for them	B			
	d. Collect and tabulate the scoring results	A/B			
	e. Meet with client to narrow the list down to top 3 options	B			
	f. Schedule follow up time to review top 3 options with arc	B			
	g. Schedule a time to review top 3 options with contractor	B			
Notes:					
8	Create a ranking sheet and provide to client to score	A/B			
	Financial Analysis				
	Space efficiency				
	Location				
	Parking availability				
	Parking cost				
	Parking covered and heated options				
	Visitor parking availability				
	Building image/appeal/upkeep				
	Area amenities				
	Building amenities				
	Building ownership stability and reputation				
	Building management				
	Ingress/Egress and access to major roads				
	Walkability				
	Public transportation access				
	Green certification				
	Building tenants and exclusivity				
	Dock access				
	Dock doors				
	Drive-in doors				
	Power availability				
9	Hire Architect-Projects over \$100,000. Otherwise use landlord?				
	Prepare RFP	A/O			
	Discuss with Client up to three candidates to send RFP	B			
	Gather proposals and score subjective and cost components	O			
	Review results with client	O/B			
	Schedule team interviews with at least two architects	O			
	Conduct interviews with same amt. of time allotted to each	O/B			
	Discuss interviews with client within one day of interviews	O/B			
	Make selection with client, subject to formal agreement	O/B			
	Put formal agreement in place	O			
	Schedule kick-off meeting with client and architect	O/B			
	Define programming process with team and map out	O/B			
Notes:					
10	Hire Contractor?				
	Prepare RFP	A/O			
	Discuss with Client up to three candidates to send RFP	O/B			
	Gather proposals and score subjective and cost components	O			
	Review results with client	O/B			
	Schedule team interviews with at least two architects	O/B			
	Discuss interviews with client within one day of interviews	O/B			
	Make selection with client, subject to formal agreement	O/B			
	Put formal agreement in place	O			
	Schedule kick-off meeting with client and architect	O/B			
	Define programming process with team and map out	O/B			
Notes:					

11	Site/Location/Space Planning:				
	a. If leasing space, confirm landlord allows client arch	B			
	b. Confirm landlord will pay for initial fit plan with one revision	B			
	c. Block plan top options to determine fit	B			
	d. Meet with client to review fit and reconfirm order of options	B			
	e. Have architect space/site plan top option	B			
	f. Review fit/site plan with client to confirm direction	B			
	g. Have contractor price out preliminary cost	B			
Notes:					
12	Move to Purchase/Lease Agreement:				
	a. Draft a Letter of Intent (LOI) and review with the client	A/B			
	b. Issue LOI	A/B			
	c. Reach agreement on key business items defined in LOI	B			
	d. Finalize LOI, request a lease for review or draft a P.A.	B			
	e. Review lease comments or purchase agreement with client	B			
	f. Submit lease or P.A. to owner/landlord	A/B			
	g. Negotiate lease or P.A. to finalize	B			
13	Track Key Dates per Lease/P.A.	A/R			
	a. Set up a project in Teamwork P.M.	R/O			
	b. Input key tasks and completion dates	A/B			
	c. Set up reminders for key dates and track	A/B			
	d. Follow up on commitments of lease/P.A.				
	1. Survey-bids and order	B			
	2. Environmental report-bids and order	B			
	3. Structural/mechanical report-as appropriate	B			
	4. City approval process (?)	B			
14	Engage Project Management Services or Turn Over to Client	O			
	Budget/Schedule				
	Architect				
	Contractor				
	AV				
	Security				
	Computer/Data				
	Furniture				
	Physical Move				



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LEGAL SERVICES PROPOSAL
FOR THE CITY OF DAYTON EDA



Contact Information

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April 30, 2024

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LEGAL SERVICES PROPOSAL FOR THE CITY OF DAYTON EDA

LeVander, Gillen & Miller, P.A. is pleased to submit this proposal to serve as the City of Dayton Economic Development Authority's ("Dayton EDA") Attorney. We believe that our individual and collective experiences enable us to provide Dayton EDA with efficient, responsive, and cost-effective legal services.

Firm Background

A. Brief History, Firm Employees & Organization

LeVander, Gillen & Miller, P.A. (the "Firm") is a nine-attorney law firm located in Eagan with substantial knowledge, skill and experience in the areas of municipal law, real estate, civil litigation, and eminent domain. Formed in 1929 by Harold Stassen and Elmer Ryan, LeVander, Gillen & Miller, PA is enjoying its 95th year of providing legal services to our municipal, corporate, and individual clients. This small, unassuming law firm has earned a distinctive reputation for leadership and commitment to public service by producing a United States Presidential candidate; a founder of the United Nations; two Minnesota Governors; a United States Senator; a United States Congressman; a Minnesota Legislator; two Minnesota Supreme Court Justices; a Chief Federal District Court Judge, a District Court Judge, and an Administrative Law Judge.

The Firm includes six shareholders and three associate attorneys and is led by a three-member Finance and Management Committee. The Firm's non-attorney staff includes multiple paralegals, a Director of Personnel, a Director of Financial Operations, and administrative assistants.

B. Economic Development Expertise

With almost one hundred cumulative years of legal experience among the members of the Firm's municipal practice group, the Firm's municipal attorneys have the depth and breadth of legal experience necessary to serve the Dayton EDA. In addition, the Firm recognizes the pivotal role of Economic Development Authorities ("EDAs") to the future growth and economic stability of a city. Several of our municipal clients have EDAs to promote economic development and redevelopment.

As part of that work, the Firm has overseen many robust development projects, including a thriving 20-year economic development and revitalization plan for the City of West St. Paul's Robert Street area, and the development of a large industrial park in Cottage Grove, where the city installed the majority of the infrastructure, embracing an "if you build it, they will come" philosophy that has been quite successful.

The City of South St. Paul recently rejuvenated its EDA and with the Firm's guidance, has seen the redevelopment of many contaminated properties along the Mississippi River through the assistance of grants and TIF funding, which will eventually result in a significant increase in the property tax base. It also welcomed the transformation of a long-vacant Wells Fargo Bank building

into a market-rate apartment building, which has spurred many new businesses including restaurants, grocery stores and housing along a previously struggling corridor.

C. Malpractice Claims/Ethics Complaints

None of our attorneys have had a malpractice claim and there are no matters currently pending before any local or state Board of Ethics. A complaint was previously made against Attorney Scott Lucas, however, it was dismissed with no findings of any improper behavior.

Qualifications of Dayton EDA Attorney and Support Staff

1. Dayton EDA Attorney – Amanda Johnson

Amanda Johnson would be the lead attorney for the Dayton EDA. She received her Bachelor of Arts from the University of Minnesota in 2005 and her Juris Doctor, *summa cum laude*, from Mitchell Hamline School of Law in 2018. Ms. Johnson joined the Firm in 2020 and was hired specifically due to her previous land development experience in the private sector. This experience provides her with an understanding of what private developers are looking for when working with cities and when and how cities can best negotiate with private developers. Ms. Johnson currently serves as the City Attorney for Forest Lake and South St. Paul.

Prior to joining LeVander, Ms. Johnson was In-House Corporate Counsel for a multi-family, commercial developer, Summit Management, LLC., where she engaged in frequent interactions with city staff, councils, and local governmental units. It was during that experience that she realized she thoroughly enjoyed working with city staff and wanted to use her background and skills to help cities fulfill their vision for their cities.

Before becoming an attorney, Ms. Johnson was the Land Development Project Manager for Hanson Builders, Inc., spending much of her time interacting with planning commissions, city councils, and additional local regulators.

Ms. Johnson is available to attend the Dayton EDA meetings on the 3rd Tuesday of every month.

2. Additional Attorneys Who May be Responsible for Providing Legal Services

Korine Land, primary back-up. Ms. Land joined the firm in 1996 as an Associate and became a Shareholder in 2002. She has twenty-seven years of legal experience, all of which have included municipal law. She currently serves as the civil City Attorney for the cities of Cottage Grove, Stillwater, Hastings, and Lilydale. Ms. Land earned her Bachelor of Arts, *magna cum laude*, from Augustana University in Sioux Falls and her Juris Doctor, *cum laude*, from William Mitchell College of Law. Ms. Land has extensive development experience representing active EDAs in Cottage Grove and Hastings who buy and sell property for redevelopment purposes on a routine basis. She can provide excellent support to Ms. Johnson to help guide the EDA to meet its economic development goals.

Greta Bjerkness, Real Estate. Ms. Bjerkness joined the Firm in 2021 and has over fifteen years of legal experience, in which she has concentrated her practice in governmental law and real estate. Prior to joining the Firm, Ms. Bjerkness served as an Assistant Dakota County Attorney in the civil division. In her time representing local government agencies, Ms. Bjerkness has gained significant experience representing those entities in real estate matters, including but not limited to, eminent domain, Torrens proceedings, land use & zoning, ordinance drafting, code enforcement, easement acquisitions, platting and survey matters, and Minn. Stat. Ch. 429 projects. Having expertise in eminent domain matters specifically is very valuable to her municipal clients who would otherwise be required to hire outside counsel to complete an eminent domain project.

Scott Lucas, Real Estate. Mr. Lucas is a Shareholder at LeVander, Gillen & Miller, P.A. with a primary focus in real estate law. He represents clients in both transactions and litigation, including real property sales and leases, eminent domain matters, Torrens proceedings, land use, and title litigation. He is certified by the Minnesota State Bar Association as a Real Property Specialist, and has been designated as a Super Lawyer by Thomson Reuters. He serves on the Real Property Council, the Real Property Legislative Committee, and the Land Records Modernization Committee for the Minnesota State Bar Association, and is a frequent speaker and writer on real property issues.

David Sienko, Litigation. Mr. Sienko has been with the Firm since 2018 and became a Shareholder in 2021. He concentrates his practice on eminent domain, real estate, civil litigation, and agricultural law. He has extensive experience with factually complex civil litigation, especially in the agriculture sector and the determination of economic damages. Prior to joining the Firm, Mr. Sienko practiced at a law firm in Wisconsin, focusing on litigation. Mr. Sienko is a member of the First Judicial District Ethics Committee and the Chair of the Firm's Litigation Practice Group.

3. Professional Staff who will be Responsible for Providing Legal Services

In addition to the Firm's experienced municipal law attorneys, the Firm's full-time paralegals are well trained in the areas of municipal law and are utilized in that capacity.

The remaining support staff, including administrative assistants and legal assistants are cross-trained in records management, drafting, editing and recording documents and are available to all of our attorneys.

List of All Clients/Conflicts of Interest

The Firm represents the following cities for civil representation. We did not identify any foreseeable or potential conflicts of interest.

South St. Paul	Since 1949
Sunfish Lake	Since 1995
Randolph	Since 2008
Cottage Grove	Since 2013
Forest Lake	Since 2014
Stillwater	Since 2018
Lilydale	Since 2018

Hastings	Since 2021
South Haven	Since 2023
Baxter	Since 2023
LeRoy	Since 2024

Compensation

	June 1, 2024 – May 31, 2027
Hourly Rate for Attorneys	\$235
Hourly Rate for Legal Asst.	\$160
Itemized Fees:	
• Photocopying	\$.20/page black/white \$.49/page color
• Westlaw Legal Research	Actual Cost; not to exceed \$300/month
• Recording fees, filing fees, out of pocket expenses	Actual Cost

Staff time spent filing, copying, and performing other secretarial duties is not billed. All time is billed in minimum increments of one-tenth (0.1) of an hour. The Firm provides detailed monthly bills to its municipal clients; an example of a current municipal bill will be provided upon request.

Professional References

The Firm offers the following references:

Name of City	Contact Name	Contact Info
South St. Paul 125 3 rd Ave N	Ryan Garcia, City Administrator	651-554-3278 rgarcia@southstpaul.org
Forest Lake 1408 Lake Street S	Abbi Wittman, Community Development Director	651-209-9752 abbi.wittman@ci.forest-lake.mn.us
Forest Lake 1408 Lake Street S	Mara Bain, Mayor	651-209-9750 mara.bain@ci.forest-lake.mn.us
Cottage Grove 12800 Ravine Parkway S	Jennifer Levitt, City Administrator	651-458-2890 jlevitt@cottagegrovemn.gov

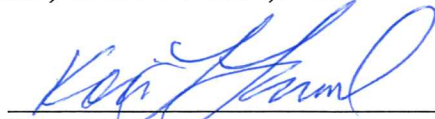
Conclusion

We believe that LeVander, Gillen & Miller, P.A., is uniquely positioned by our extensive experience in municipal law and both sides of economic development to provide legal services to the City of Dayton EDA. Our Firm is committed to delivering the highest quality professional legal services to the Dayton EDA in an efficient and effective manner, and we look forward to the opportunity.

Respectfully submitted,

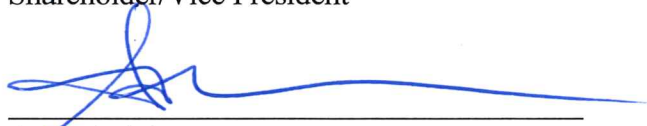
LeVander, Gillen & Miller, P.A.

By:



Korine Land
Shareholder/Vice President

By:



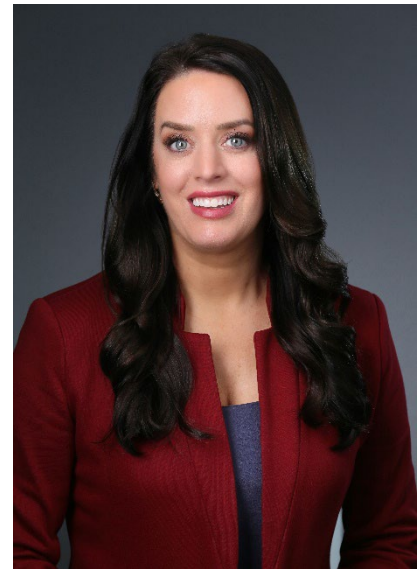
Amanda Johnson
Senior Associate

APPENDIX A: Biographies



LEVANDER
GILLEN &
MILLER P.A.
ATTORNEYS AT LAW

ESTABLISHED IN 1929



AMANDA J. JOHNSON

Associate

Areas of Practice

Municipal Law
Land Use and Zoning
Eminent Domain

Education

Mitchell Hamline School of Law
Juris Doctorate (J.D.), Summa Cum Laude
Honors: Bakken Fellow
Honors: Dean's List
Mitchell Hamline Law Review, Associate Editor

University of Minnesota
Bachelor of Arts (B.A.)
Major: Communication Studies

Bar Admissions

Minnesota Supreme Court

Prior Experience

Hanson Builders, Inc., Land Development Project Manager
Summit Management, LLC, Corporate Counsel
Anoka County Attorney's Office, Appellate Law Clerk

Bar Association Membership

Minnesota State Bar Association
Ramsey County Bar Association
Dakota County Bar Association

Pro Bono and Volunteer Activities

Minnesota High School Mock Trial Judge
Mitchell Hamline Expungement Clinic
Ramsey County Guardian ad Litem



LEVANDER
GILLEN &
MILLER P.A.
ATTORNEYS AT LAW

ESTABLISHED IN 1929



KORINE L. LAND

Shareholder

Areas of Practice

Municipal and Governmental Law
Real Estate and Land Use
Eminent Domain

Education

William Mitchell College of Law
Juris Doctorate (J.D.), Cum Laude
Associate Editor, William Mitchell Law Review
Augustana College - Sioux Falls, South Dakota
Bachelor of Arts (B.A.)
Magna Cum Laude

Bar Admissions

Minnesota Supreme Court
United States District Court, District of Minnesota
Wisconsin Supreme Court

Appointments, Memberships, and Affiliations

Minnesota City Attorney's Association - Past President
Minnesota Women Lawyers

Bar Association Membership

Minnesota State Bar Association
Wisconsin State Bar Association
First Judicial District Bar Association
Dakota County Bar Association

Lectures, Speeches, Courses Taught

Lorman Education "What You Need to Know about Public Records
and Open Meetings"
Minnesota City Attorney's Association "Administrative Citations"
Minnesota City Attorney's Association "Dangerous Dogs"
Government Training Services "Land Use Law: Beyond the Basics"

Pro Bono and Volunteer Activities

Legal Assistance of Dakota County
Loaves & Fishes
Neighbors, Inc. Adopt-A-Family Program

Awards, Honors and Recognitions

Recognized by Minnesota Law & Politics as a Super Lawyer
(Since 2011)



ESTABLISHED IN 1929

LEVANDER
GILLEN &
MILLER P.A.
ATTORNEYS AT LAW



GRETA L. BJERKNES

Shareholder

Areas of Practice

Governmental Law
Eminent Domain
Real Estate

Education

William Mitchell College of Law
Juris Doctorate (J.D.), 2009
College of St. Benedict
Bachelor of Arts (B.A.), 2005

Bar Admissions

Minnesota Supreme Court, 2009
U.S. District Court, District of Minnesota, 2012

Experience

Dakota County Attorney's Office (2018 – 2021)
Wilford, Geske & Cook, PA (2012 - 2018)

Associations & Memberships

Minnesota, Dakota County, and Hennepin County Bar Associations
Minnesota Women Lawyers
Minnesota Eminent Domain Counsel's Association
Dakota County Regional Chamber of Commerce

Pro Bono and Volunteer Activities

Inver Hills Community College Foundation Board of Directors (2023 – Present)
Dakota County Bar Association Secretary/Treasurer (2023 – Present)
MSBA Real Property Section Legislative Subcommittee (2016 – Present)
Woodbury Parks & Natural Resources Commission member (2015 – 2022)
MSBA High School Mock Trial Judge (2010 – 2017)

Recognitions & Certifications

Qualified Rule 114 Neutral (inactive)
Minnesota Super Lawyers Rising Star, 2017 – 2019

Teachings & Seminars

“Anatomy of a Commercial Real Estate Purchase Agreement”,
Minnesota Real Estate Institute, 2022- 2023
“The Basics of Foreclosure by Advertisement”, Real Estate Institute, 2016



LEVANDER
GILLEN &
MILLER P.A.
ATTORNEYS AT LAW

ESTABLISHED IN 1929



SCOTT M. LUCAS

Shareholder

Areas of Practice

Real Estate
Corporate Law
Eminent Domain
Commercial Litigation

Education

Valparaiso University School of Law
Juris Doctorate (J.D.), 1993
Executive Editor of Publication, Valparaiso University Law Review
Wabash College
Bachelor of Arts (B.A.), 1988
Major: Economics
Minor: English Literature

Bar Admissions

Minnesota Supreme Court, 1999
United States District Court, District of Minnesota, 2001

Prior Experience

Olson, Lucas, Redford & Wahlberg, PA (2003 - 2020)

Bar Association Membership

Minnesota State Bar Association
Dakota County Bar Association
Hennepin County Bar Association
Real Property Council, Minnesota State Bar Association
Real Property Legislative Committee, Minnesota State Bar Association
Land Records Modernization Committee, Minnesota State Bar Association

Recognitions & Certifications

Certified as a Real Property Specialist by the Minnesota State Bar Association
Recognized as a Super Lawyer in Real Estate Law by Thomson Reuters



LEVANDER
GILLEN &
MILLER P.A.
ATTORNEYS AT LAW

ESTABLISHED IN 1929



DAVID L. SIENKO

Shareholder

Areas of Practice

Eminent Domain/Condemnation
Real Estate and Land Use
Industrial and Commercial Real Estate
Civil Litigation
Business Organization
Appellate Practice
Agricultural Law

Education

William Mitchell College of Law
Juris Doctorate (J.D.), 2010
University of Wisconsin-Eau Claire
Bachelor of Business Administration, 2006

Bar Admissions

Wisconsin Supreme Court, 2010
Minnesota Supreme Court, 2011
United States District Court, Western District of Wisconsin, 2010

Prior Experience

Attorney, Hammarback Law Offices, S.C. (2010 – 2018)

Appointments, Memberships and Affiliations

Minnesota Eminent Domain Institute (2020-Present)
River Falls Rotary (2010 – 2016)
Kinnick Falls Alcohol and Drug Abuse Services
Board of Directors (2011 – Present)
Vice-President of Board of Directors (2015 – Present)
National Association of Forensic Economics (2015 – Present)
River Falls Lions (2017 –2018)
Kinnickinnic River Land Trust – Board of Directors (2017 – Present)
First Judicial District Ethics Committee (2018 – Present)

Bar Association Memberships

Wisconsin State Bar Association (2010 – Present)
St. Croix Valley Bar Association (2010 - 2018)
Minnesota State Bar Association (2018 - Present)
Dakota County Bar Association (2018 – Present)

Taft/

Taft's Response to Request for Proposals for Legal Services



April 30, 2024

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Exhibit B – Representative Client List	

ADAM NIBLICK
(612) 977-8366
ANIBLICK@TAFTLAW.COM

April 30, 2024

Zach Doud, City Administrator
City of Dayton Economic Development Authority
12260 S. Diamond Lake Rd.
Dayton, MN 55327

Re: Request for Qualifications and Proposals for Legal Services

Dear Mr. Doud,

On behalf of Taft Stettinius & Hollister LLP, I am pleased to submit our response to the above-referenced Request for Qualifications and Proposals. Taft is in an excellent position and well-qualified to serve as the Authority's EDA attorney.

Our real estate team is made up of more than 140 attorneys across our Midwest offices. Taft represents a wide variety of owners and developers, including governmental entities such as cities, municipal development authorities, school districts, insurance companies, manufacturing and industrial companies, banks, pension funds, institutional and private investors, and construction contractors. We have significant real estate experience across the United States, with a concentration in Minnesota, Illinois, Ohio, Indiana, Michigan, and Kentucky. Our professionals have a depth of experience in serving as general counsel for special governmental authorities such as the Authority, and in all aspects of housing finance and economic development. Our real estate group has been awarded the Midwest Real Estate News #1 Top Law Firm since 2019 and provides a full range of services related to the acquisition, development, leasing, management, use, and taxation of land and property.

The resources of Taft's Minneapolis office will be fully committed to the Authority. Adam Niblick will be responsible for overseeing this assignment and the primary contact persons for the purposes of this RFP. In addition, the Authority will be supported by the team identified in this response and, to the extent necessary or prudent, Taft's resources of over 875 lawyers.

We look forward to the opportunity to work with the Authority.

Sincerely,

Adam Niblick

Adam Niblick

Taft /

2.0

Background

Describe the nature of your law firm's practice and the firm's qualifications for providing EDA Attorney services. Include a professional chronology for the individual who will be designated to serve as EDA Attorney, as well as for others whom you anticipate being involved with providing legal services to the EDA.

Taft's 875 attorneys offer a breadth and depth of legal expertise, coupled with a trusted business perspective, to help our clients reach their goals. Founded in 1885, the firm has offices in Chicago, Ill.; Cincinnati, Cleveland, Columbus, Dayton and Delaware, Ohio; Detroit, Mich.; Indianapolis, Ind.; Minneapolis, Minn.; Denver, Col.; Covington, Ky., Southfield, Mich., and Washington, DC. Taft's lawyers practice across a wide range of industries, in virtually every area of law, including Bankruptcy and Restructuring; Business; Finance; Employment and Labor Relations; Energy; Environmental; Intellectual Property; Health and Life Sciences; Litigation; Paytech and Payment Systems; Private Client Services; Public Affairs; Real Estate, Economic Development, and Tax.

Our attorneys serve the general counsel needs of and provide critical municipal legal services to many governmental bodies in Minnesota and across the Midwest. Our attorneys replicate, as much as possible, the methods, approach, and style of an in-house law department. We understand well the need that clients have to manage their legal work and the importance of selecting and supervising outside counsel with a focus on the client's needs, goals, and costs. Our attorneys have extensive experience managing in-house resources, ably grasping the legal and operational concerns and assessing the political context in order to present creative solutions to legal, governmental, financial, and operational issues.

All attorney in the proposed team are located in Taft's Minneapolis office.

Adam Niblick will serve as the primary EDA attorney. Adam focuses his practice principally in the areas of real estate development and redevelopment, construction, real estate finance, real property acquisitions and sales, leasing, and land use and zoning. Prior to joining Taft, Adam led a team of real estate and development attorneys at the Saint Paul City Attorney's Office. During that time, he served as general counsel to the City's Department of Planning and Economic Development, the City's Office of Financial Services, the City's Housing and Redevelopment Authority, and the Saint Paul RiverCentre Convention & Visitors Authority. Adam spent a significant portion of his career providing comprehensive legal services to the Saint Paul Mayor, the Saint Paul City Council, and all City Departments, Boards, and Commissions on a wide variety of legal matters including open meetings, data practices, constitutional rights, preemption, public procurements/bidding, contract drafting and compliance, labor and employment, housing, land use and zoning, real estate development, economic development, general governmental authority, and represented the City, the Saint Paul Housing and Redevelopment Authority, and the Saint Paul RiverCentre Convention and Visitors Authority in both litigation and during meetings of their public bodies.

Provide the overall capabilities, qualification, training, and experience in commercial and residential real estate law. Provide the following for the person whom you propose to designate as EDA Attorney and for each person you propose to designate as a deputy or back-up.

Adam Niblick anticipates the following individuals being involved with providing legal services to the EDA:

- **Mary Ippel** would serve as backup for development agreements and public finance needs;
- **Jamal Knight** would serve as backup for environmental compliance;
- **Patrick Lindmark** would serve as backup for real estate disputes and litigation; and
- **Brieanna Maershbecker** would serve as backup for commercial and residential real estate matters, including negotiating, drafting, and reviewing real estate instruments.

Mary Ippel has practiced in the field of public finance for over 45 years and is an authority in economic development law and tax increment financing. She has broad experience in a variety of bond transactions, particularly in the areas of tax increment financing, municipal general obligation and revenue bonds, tax-exempt lease financing, industrial revenue bond financing, 501(c)(3) revenue bonds, and housing revenue bond financing. Mary serves as bond or economic development counsel to cities, economic development authorities, port authorities, housing and redevelopment authorities, and other local governmental units.

Jamal Knight. He focuses his practice primarily in the areas of commercial real estate including acquisitions and dispositions; development and redevelopment; commercial leasing; real estate finance; and has expertise with environmental issues.

Patrick Lindmark focuses his practice on providing legal representation, including litigation services, to numerous large and small commercial, industrial, renewable energy and residential construction contractors and real estate developers. Patrick also serves as outside general counsel to a variety of clients and industries advising owners in all aspects of operations and dispute resolution.

Brieanna Maershbecker has nearly 10 years of experience representing individuals, businesses, developers, school districts, economic development authorities, and housing and redevelopment authorities in various real estate matters, including acquisitions, dispositions, development and redevelopment, leasing, financing, and land use. Brieanna also currently serves as in-house counsel for a publicly traded client.

Name	Education	Bar Admission	Years Practicing Law
Adam Niblick	Hamline University School of Law	Minnesota: 2009	15 years practicing real estate and public law
Mary Ippel	Northwestern University School of Law	Minnesota: 1976	48 years practicing public finance law
Jamal Knight	Tulane University Law School	Minnesota: 2012	12 years practicing real estate law.
Brieanna Maershbecker	William Mitchell College of Law	Minnesota: 2014	10 years practicing real estate law
Patrick Lindmark	William Mitchell College of Law	Minnesota: 2007	17 years practicing real estate law

See **Appendix A** for complete biographies for each of the above team members.

Our real estate attorneys deliver the full range of services related to the acquisition, disposition, financing, leasing, management, use, and taxation of land and property. We bring a wide range of real-world practical experience coupled with an extensive network of real estate and financial industry contacts to create successful outcomes for our clients. Our Real Estate team's work involves representing our clients in transactions throughout the United States with key services including:

- Acquisition and development of real estate for manufacturing, industrial, warehouse, commercial, retail, residential, hospitality, and other uses.
- Tax counsel regarding the structure of ownership entities and transactions.
- Financing of real estate assets, including mortgage loans, sale/leasebacks, participating mortgages, leasehold financing, as well as construction and permanent financing for a wide variety of lenders and borrowers.
- Leases for industrial, manufacturing, warehouse, commercial, retail, and office uses.
- Public and private construction contracts, construction management agreements, design/build agreements, and architect and engineer contracts for owners, construction companies, and design professionals.
- Sales, exchanges, and other dispositions of real estate assets.
- Title insurance and survey review.

- Zoning and environmental review.
- Real estate tax disputes and appeals.
- Section 1031 exchange matters.
- Implementing projects involving New Markets Tax Credits (NMTC), Historic Tax Credits, Tax Increment Financing (TIF), and Opportunity Zone Financing.
- Litigation, arbitration, and mediation regarding purchase contracts, leases, mortgages, mechanics' liens, construction contracts, and other disputes and claims relating to real estate.
- Annexation, eminent domain, and land use issues, including obtaining re-zonings, variances, and conditional use permits.
- Legal services regarding Community Development Entities (CDEs).

Awards, Recognitions, and Authorship

Our Real Estate group receives many distinguished awards, including these:

- "Leading Law Firm" by *Chambers USA*® for Real Estate Law in Illinois, Indiana, Minnesota, and Ohio (2021 & 2022).
- Ranked #1 Top Law Firm by *Midwest Real Estate News* in its "Best of the Best" issue (2019 – 2023).
- Ranked National Tier 1 by *U.S. News – Best Lawyers*® "Best Law Firms" for Real Estate Law (2020 – 2023).
- Ranked National Tier 1 by *U.S. News – Best Lawyers*® "Best Law Firms" for Real Estate: Land Use & Zoning Law (2021 – 2023).

If the firm or any of the attorneys employed by the firm, have ever been sued by cities, or other clients for malpractice, been the subject of complaints filed with the State Bar, or had discipline imposed by the State Bar, please provide information about the nature of the incident, the dates of when the matter began and was concluded, and the results of the situation.

There are no known instances of complaints filed or discipline imposed by the State Bar with respect to the team identified herein. From time to time complaints have been filed against the firm, but these actions are not considered material and have no effect on Taft's ability to provide legal services. We can also confirm that since 2015 the firm has not been found liable for malpractice.

Describe your office staffing, including all permanent and temporary employees, their general duties, and work schedules. Include any staffing changes you would propose should you be awarded the EDA Attorney contract..

Taft strives to be efficient and to utilize cost-effective teams of attorneys and paralegals while still providing the oversight, experience, and expertise of our more senior partners. Our proposed team is composed of experienced lawyers who will work closely with associates, paralegals and support staff in providing services to the Authority. To the extent that the scope of work expands beyond the capacity of the proposed team, Taft has the resources to assign additional qualified attorneys and support personnel to assist with such matters. With more than 875 attorneys, we are confident that Taft has the necessary resources and personnel to provide cost-efficient and high-quality services to the Authority.

Each member of the assigned team will be intimately familiar with any ongoing matters in his or her respective areas. There will always be a member of the team available to consult, answer questions, or provide updates on the status of these projects. Due to Taft's low attrition rate, we are also able to maintain continuity with the team.

3.0

Conflicts/Conflict of Interest

List all public clients for which your firm currently provides services under a fee for services basis. Identify any foreseeable or potential conflicts of interest both public and private that could result from such representation and the manner in which you would propose to resolve such conflicts.

See **Appendix B** for a representative list of some of the more than 300 governmental clients we represent in the State of Minnesota.

As of the date of this Response, we found no known conflicts in our system with representing the City of Dayton EDA.

When conflicts do arise, Taft follows the procedures and protocols established for lawyers in the Rules on Lawyers Professional Responsibility and Minnesota Rules of Professional Conduct . For example, the lead Taft partners would contact the appropriate representatives to discuss: (a) if there is a conflict; (b) if it is a potentially waivable conflict; and (c) for any potentially waivable conflict, would the Authority consent to waiving such a conflict pursuant to certain terms. Taft obtains all conflict waivers in writing.

4.0

Compensation

Provide the pricing schedule you will use to charge the EDA for providing services as outlined in this Request for Proposals. Describe how the firm intends to provide legal services on a per diem rate.

Taft understands the importance of your concern regarding the management of the overall cost of external legal fees. We strive to provide effective legal counsel in the most cost-efficient manner and will work with you to develop project budgets for expected fees and expenses for new projects or transactions. Our goal is to allow your in-house team to manage expectations with management regarding the total costs associated with a particular project or transaction so there are no surprises.

Taft is also open to alternative billing arrangements, including volume discounts, flat or blended billing rates, fixed project fees, success premiums, contingent fees, and busted deal discounts, among others. We would be open to discussions with the Authority regarding the establishment of an alternative billing arrangement that would be appropriate for this engagement.

State the hourly rate for the designated EDA Attorney, and associates for general work and for special services.

Attorney	Title	Standard Rate
Adam Niblick	Of Counsel	\$500
Mary Ippel	Partner	\$755
Brieanna Maershbecker	Partner	\$550
Jamal Knight	Partner	\$500
Patrick Lindmark	Partner	\$575

Identify the minimum increment of time billed for each service including phone calls, correspondence and personal conferences.

Taft bills in one-tenth-hour (6 minutes) increments.

Firms shall indicate all other costs and reimbursable including travel (per mile), telephone, printing, photocopying, etc.

Taft typically bills for copying and research done on behalf of a client; however, we are willing to consider alternatives to incidental charges or other disbursements.

5.0

Professional References

Provide three professional references for the individual designated as EDA Attorney, including addresses and work telephone numbers. References should be currently employed public agency officials or agents.

Reference #1

Name: Nicolle Goodman, Executive Director, Saint Paul Housing and Redevelopment Authority

Address: City Hall Annex, 25 W. Fourth Street, Suite 1300, Saint Paul, MN 55102

Telephone: (651) 266-6658 (Office)

Email: Nicolle.Goodman@ci.stpaul.mn.us

Reference #2

Name: Melanie McMahon, Executive Project Lead for Redevelopment

Address: Office of Mayor Melvin Carter, 390 City Hall , 15 West Kellogg Blvd Saint Paul, MN 55102

Telephone: (651) 266-8497 (Office)

Email: melanie.mcmahon@ci.stpaul.mn.us

Reference #3

Name: Therese Skarda, Interim Deputy City Attorney

Address: 400 City Hall, 15 West Kellogg Blvd., Saint Paul, MN 55102

Telephone: (651)266-8755 (Office)

Email: therese.skarda@ci.stpaul.mn.us>

Appendix A – Biographies

- Adam Niblick
- Mary Ippel
- Jamal Knight
- Brieanna Maershbecker
- Patrick Lindmark

Adam M. Niblick

OF COUNSEL / MINNEAPOLIS

E: aniblick@taftlaw.com

T: (612) 977-8366

F: (612) 977-8650

Adam is a member of Taft's Real Estate practice group. He focuses his practice principally in the areas of real estate development and redevelopment, construction, real estate finance, real property acquisitions and sales, leasing, and land use.

Prior to joining Taft, Adam led a team of real estate and development attorneys at the Saint Paul City Attorney's Office. During that time, he served as general counsel to the City's Department of Planning and Economic Development, the City's Office of Financial Services, the City's Housing and Redevelopment Authority, and the Saint Paul RiverCentre Convention & Visitors Authority.

Adam spent a significant portion of his career providing comprehensive legal services to the Saint Paul Mayor, the Saint Paul City Council, and all City Departments, Boards, and Commissions on a wide variety of legal matters including constitutional rights, preemption, contract drafting and compliance, labor and employment, data practices, housing, land use and zoning, real estate development, economic development, general governmental authority, and represented the City in litigation matters.

Adam holds a bachelor of arts degree from Indiana University Bloomington and a juris doctorate from the Mitchell Hamline School of Law. He also holds certificates from the ADR Center (Rome, Italy) in Negotiating International Business Transactions and Resolving International Business Disputes.

Notable Matters

Snelling-Midway Redevelopment Site (Home of Allianz Field)

- Public infrastructure, land use, and stadium development/construction issues

Highland Bridge/Ford Site Redevelopment (Former Ford Motor Company Assembly Plant)



Practices

Real Estate
Real Estate Finance
Land Use and Zoning
Local Government
Public Finance and Economic Development

Education

Mitchell Hamline School of Law (2009)
Indiana University
Bloomington (2006)

Admissions

State - Minnesota
Federal - District of Minnesota
Federal - 8th Circuit Court of Appeals
Federal - U.S. Supreme Court

-
- Public infrastructure, land use, parkland/open space, and affordable housing issues

Professional Sport Facilities (City Owned)

General contract management, playing and use agreements, capital improvements

- Xcel Energy Center – Minnesota Wild
- Allianz Field – Minnesota United FC
- CHS Field – Saint Paul Saints

State Bond Financed Projects (Governmental Programs Pursuant to Minn. Stat. §16A.695)

General contract management, lease and management agreements, capital improvements

- Science Museum of Minnesota
- Minnesota Children's Museum
- Palace Theatre
- Ordway Center for the Performing Arts

Affordable Housing Developments (Citywide)

- Multifamily housing
- Single-family housing
- Supportive housing

RiverCentre Convention and Visitors Authority (General Counsel)

Nonprofit entity created pursuant to special law to equip, maintain, manage and operate the RiverCentre Complex and manage and operate a convention bureau to market and promote the City

- Capital improvements and complex management and operations
- Concession and sponsorship agreements
- Property leases and event licenses

-
- Hospitality and business support

City of Saint Paul Office of Financial Services (General Counsel)

- Public finance (property taxation, sales taxes, utilities, service fees, GO bond issuances)
- Contract management (real estate, capital improvements, procurements, fleet services)
- Federal grant administration (ARPA, CARES, CDBG, HOME, ESG)

Housing and Redevelopment Authority (General Counsel)

Department of Planning and Economic Development

- Economic development and state pass-through grants
- Housing and business assistance
- Real estate acquisitions, sales/conveyances, and leasing
- Conduit bond and tax increment financing

Mary L. Ippel

PARTNER / MINNEAPOLIS

E: mippel@taftlaw.com

T: (612) 977-8122

F: (612) 977-8650

Mary Ippel is a member of the Public Finance and Economic Development group and practices principally in the areas of:

- Bond law
- Municipal finance law
- Tax increment financing
- Housing and redevelopment authority law
- Economic development authority law

Mary has practiced in the field of public finance extensively and is an authority in economic development law and tax increment financing. She has broad experience in a variety of bond transactions, particularly in the areas of tax increment financing, municipal general obligation and revenue bonds, tax-exempt lease financing, industrial revenue bond financing, 501 C 3 revenue bonds and housing revenue bond financing.

She serves as bond or economic development counsel to cities, economic development authorities, port authorities, housing and redevelopment authorities, and other local governmental units.

In addition to Mary's extensive experience in virtually all areas of municipal bonding, she has extensive knowledge and experience in tax increment financing and economic development. She has counseled her clients in hundreds of such projects, including the drafting of appropriate project and tax increment plans, development and tax increment agreements, and financing options, both bonded and "pay-as-you-go" status.

Mary is a frequent speaker at conferences covering tax increment financing and economic development.

Awards



Practices

Public Finance and Economic Development

Education

Northwestern University

School of Law (1976)

Western Michigan University
(1973)

Admissions

State - Minnesota

-
- Honoree, Top Lawyers, Public Finance Law, *Minnesota Monthly* (2022)

Professional Affiliations

- American Bar Association
Member
- Minnesota State Bar Association
Member
- Minnesota Women Lawyers
Member
- National Association of Bond Lawyers
Member

Jamal L. Knight

PARTNER / MINNEAPOLIS

E: jknight@taftlaw.com

T: (612) 977-8705

F: (612) 977-8650

Jamal is a partner in the Real Estate practice group where he partners with clients to plan and execute the commercial real estate and business objectives that drive their businesses forward. He focuses his practice primarily in the areas of commercial real estate:

- Acquisitions and Dispositions
- Development and Redevelopment
- Commercial Leasing
- Real Estate Finance
- Environmental

Prior to joining Taft, Jamal served as senior real estate counsel for a national developer and construction company where he supported the company's real estate development, capital markets and property management teams.



Practices

Real Estate
Real Estate Finance
Environmental

Education

Tulane University Law School
Duke University

Admissions

State - Minnesota

Brieanna H. Maershbecker

PARTNER / MINNEAPOLIS

E: bmaershbecker@taftlaw.com

T: (612) 977-8884

F: (612) 977-8650

Brieanna is a partner in the Real Estate practice group. She focuses her practice primarily in the areas of commercial real estate:

- Acquisitions and dispositions
- Development and redevelopment
- Leasing
- Finance

Brieanna has experience representing corporate and individual clients in a wide variety of real estate and financial transactions involving real estate. She assists developers with the entire development process, including working through title and survey issues, obtaining necessary entitlements, securing financing, purchasing the property, leasing the property and selling the finished product.

Brieanna also represents regional and national lenders in construction and real estate loan transactions. Representing both developers and lenders provides her with a unique perspective that allows her to advise developer clients on financeability concerns related to real property and to advise lender clients on certain risks that can arise related to real estate collateral.

Brieanna received her B.A. from Minnesota State University Moorhead, *summa cum laude*, and her J.D. from William Mitchell College of Law, *summa cum laude*. While in law school, Brieanna was a research assistant, an extern to a federal magistrate judge and a participant in the Native American Law Clinic. She also participated in the National Native American Moot Court and won the award for best brief in 2014. Prior to law school, she worked as a law clerk at a North Dakota law firm.

Awards

- North Star Lawyer, Minnesota State Bar Association



Practices

Real Estate
Real Estate Finance

Education

William Mitchell College of
Law (2014)
Minnesota State University
Moorhead

Admissions

State - Minnesota
Federal - District of Minnesota

-
- Honoree, *Best Lawyers*® “Ones to Watch,” Real Estate Law (2022 – 2024)

Patrick J. Lindmark

PARTNER / MINNEAPOLIS

E: plindmark@taftlaw.com

T: (612) 977-8573

F: (612) 977-8650

Patrick focuses his practice on providing legal representation to numerous large and small commercial, industrial, renewable energy and residential construction contractors and real estate developers. Patrick also serves as outside general counsel to a variety of clients and industries advising owners in all aspects of the business operations.

Patrick's construction and development experience includes nearly every facet and phase of the process including contract drafting, labor and employment disputes, insurance and bonding, and contract administration. If, despite the best efforts of everyone involved in the project, any challenges or disputes arise, Patrick is well versed to take whatever steps are necessary to resolve the dispute in favor of his clients. Patrick has successfully defended and prosecuted numerous jury and bench trials as well as private arbitration proceedings.

Patrick regularly represents commercial contractors, developers, lenders, residential builders, subcontractors, and owners in areas such as:

- Construction contract and joint venture drafting and negotiation
- Risk management
- Filing and litigating mechanic's lien foreclosures
- Construction and design defect cases
- Public construction bid disputes
- Disputes between owner/contractor and contractor/subcontractor
- Delay claims and change order disputes
- Insurance disputes
- Municipal challenges to zoning and platting decisions



Practices

Real Estate
Real Estate Litigation
Creditors' Rights
Corporate Governance
Commercial Litigation

Industries

Construction
Construction Litigation

Education

William Mitchell College of Law (2007)
Colorado College (2004)

Admissions

State - Minnesota
Federal - 8th Circuit Court of Appeals
Federal - District of Minnesota

-
- Performance and bond cases

Whether it is negotiating an engineering, procurement, and/or construction contract for a power plant, filing a mechanic's lien, pursuing a bond claim, or enforcing the contractual rights of the client, Patrick has the knowledge, experience and attention to detail necessary to guide his clients through the complexities of construction and development law.

Patrick received his J.D. from William Mitchell College of Law and his undergraduate degree from Colorado College in 2004.

Notable Matters

- Obtained trial verdict, which was subsequently upheld by the Minnesota Court of Appeals, on a mechanic's lien foreclosure for a subcontractor that provided labor and materials for the construction of a hotel for which it was never paid.
- Obtained a complete defense verdict in a two week jury trial where the general contractor alleged Patrick's client, a framing subcontractor, allegedly installed defective lumber in numerous multi-family housing projects.
- Counsel to industrial developer in all facets of entity formation, land acquisition, development, and leasing.
- Numerous representations of large Midwest EPC contractor related to change order disputes, delay claims, and breach of contract.
- Negotiation of numerous multi-million dollar engineering, procurement, and construction contracts for turnkey industrial facilities.
- Counsel to a large renewable energy EPC contractor in lawsuits and arbitration related to subcontractor and project owner disputes.

Speeches and Publications

Author, "It's My Construction Contract, I Can Arbitrate Where I Want," Taft Law Bulletin, April 19, 2021

Awards

- Honoree, *Super Lawyers* Rising Stars for Construction Litigation (2012-present)

Professional Affiliations

-
- American Bar Association
Member
 - Minnesota State Bar Association
Member
 - Hennepin County Bar Association
Member

Community Involvement

- Minnesota Chapter of the Association of General Contractors
Member

Appendix B – Representative Client List*

** Past and Present*

Adams EDA	Fergus Falls EDA	New London EDA
Albany EDA	Fergus Falls Port Authority	New Richland EDA
Altura EDA	Fertile EDA	Nicollet EDA
Audubon EDA	Forest Lake EDA	North Branch EDA
Becker County EDA	Fosston EDA	North Mankato Port Authority
Belgrade EDA	Freeborn EDA	North St. Paul EDA
Benton County HRA	Gibbon EDA	Oak Park Heights EDA
Blooming Prairie EDA	Greenbush EDA	Ortonville EDA
Bloomington Port Authority	Greenfield EDA	Otsego EDA
Blue Earth EDA	Hampton EDA	Otter Tail County CDA
Bluffton EDA	Harmony EDA	Otter Tail County HRA
Brewster HRA	Houston EDA	Owatonna EDA
Brooklyn Center EDA	Howard Lake EDA	Pelican Rapids EDA
Butterfield EDA	Illinois Housing Development Authority	Plainview EDA
Byron EDA	Isanti EDA	Plymouth HRA
Chanhassen EDA	Lake Wilson EDA	Pope County HRA
Chatfield EDA	Lilydale EDA	Princeton EDA
Chisago City EDA	Little Falls EDA	Prior Lake EDA
Chisago County EDA	Littlefork EDA	Ramsey County HRA
Clarkfield EDA	Lonsdale EDA	Red Lake Falls EDA
Cloquet EDA	Mankato EDA	Red Wing HRA
Cook County / Grand Marais Joint EDA	McIntosh EDA	Red Wing Port Authority
Crosby EDA	McIntosh EDA	Redwood Falls Port Authority
Elk River EDA	Milaca EDA	Renville EDA
Eyota EDA	Montgomery EDA	Rock County HRA
Fairfax EDA	Moorhead EDA	Rockford HRA
Fairmont HRA	Motley EDA	Rockville EDA
Faribault EDA	Mound HRA	Rogers EDA
Farmington EDA	Murray County EDA	Roseau EDA
		Rosemount Port Authority

Royalton, EDA of, Minnesota
Saint Paul HRA
Saint Paul Port Authority
Sartell EDA
Southeastern Minnesota
Multi-County HRA
Southwest Minnesota Multi-
County HRA
Spring Grove EDA
Spring Valley EDA
Springfield EDA

Stephen EDA
Tracy EDA
Twin Valley EDA
Underwood EDA
Upsala EDA
Wabasha Port Authority
Waconia EDA
Walnut Grove EDA
Warren EDA
Warroad Port Authority

Waseca EDA
Waverly EDA
Welcome EDA
Wells Fargo Bank, N.A.
West St. Paul EDA
Winnebago EDA
Winona EDA
Winona Port Authority
Winsted EDA
Woodbury EDA

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