



**NEWMARK**

**NELSON**

**REQUEST FOR PROPOSAL FOR  
ARCHITECTURAL SERVICES**

01 25 2023

Ms. Melissa J. Copley,  
Vice Chairman  
Mr. Kevin Barry,  
Senior Analyst

NEWMARK  
500 W. Monroe  
Suite 2900  
Chicago, IL 60662

## DEAR MELISSA AND KEVIN,

On behalf of NELSON, we are pleased to present our proposal for this exciting and important opportunity to partner with Seyfarth Shaw LLP (Seyfarth) and Newmark to provide architectural and design services for Seyfarth's Chicago office relocation. Our proposed team has extensive experience developing forward-thinking legal design solutions.

We believe that the development of a successful solution is best accomplished through communication and teamwork. Our entire process embraces that belief. It is the integration of our diverse team's experience, fluid communication, understanding of goals and expectations, and the constant measuring against those goals and expectations that will execute a successful project.

We will expose Seyfarth to the latest thinking, research, and innovative opportunities in the quest to create a space that is best-in-class and reflective of your business culture. Our legal design team offers the following expert experience:

- > The recent design of Seyfarth's legal environments in San Francisco, Los Angeles, and Washington, D.C.
- > Delivery of innovative solutions that provide flexibility while creating a welcoming, fresh, and healthy working environment.
- > History of delivering projects on time, on budget, and to our clients' satisfaction.
- > Long history of working with AM 50, 100 and 200 Law Firms.
- > Recent work with over 21 law firms, representing over 1.2 Million square feet in their hybrid and post-COVID office environments.
- > Unmatched appreciation for and understanding of the changing nature of the workplace and the value we place on each client's unique mission, values and company culture.

January 25, 2023

NELSON commits to deliver a tailored solution for Seyfarth with insight into future trends as appropriate, consideration of the firm's brand and services, and the requirements associated with flexible space solutions to accommodate change in the workplace environment now and for the future.

Should you have any questions about our submission, please contact me at Andrea Brandt ABrandt@NELSONww.com or 0-312.578.5301, M-312.296.4895. We look forward to your response and can't wait to show you what we can do together!

Sincerely,



**Andrea Brandt,**  
Senior Project Manager, Workplace



**Barbara Riekse**  
Market Leader, Workplace

**NELSON**  
30 W Monroe St, Suite 200  
Chicago, IL 60603

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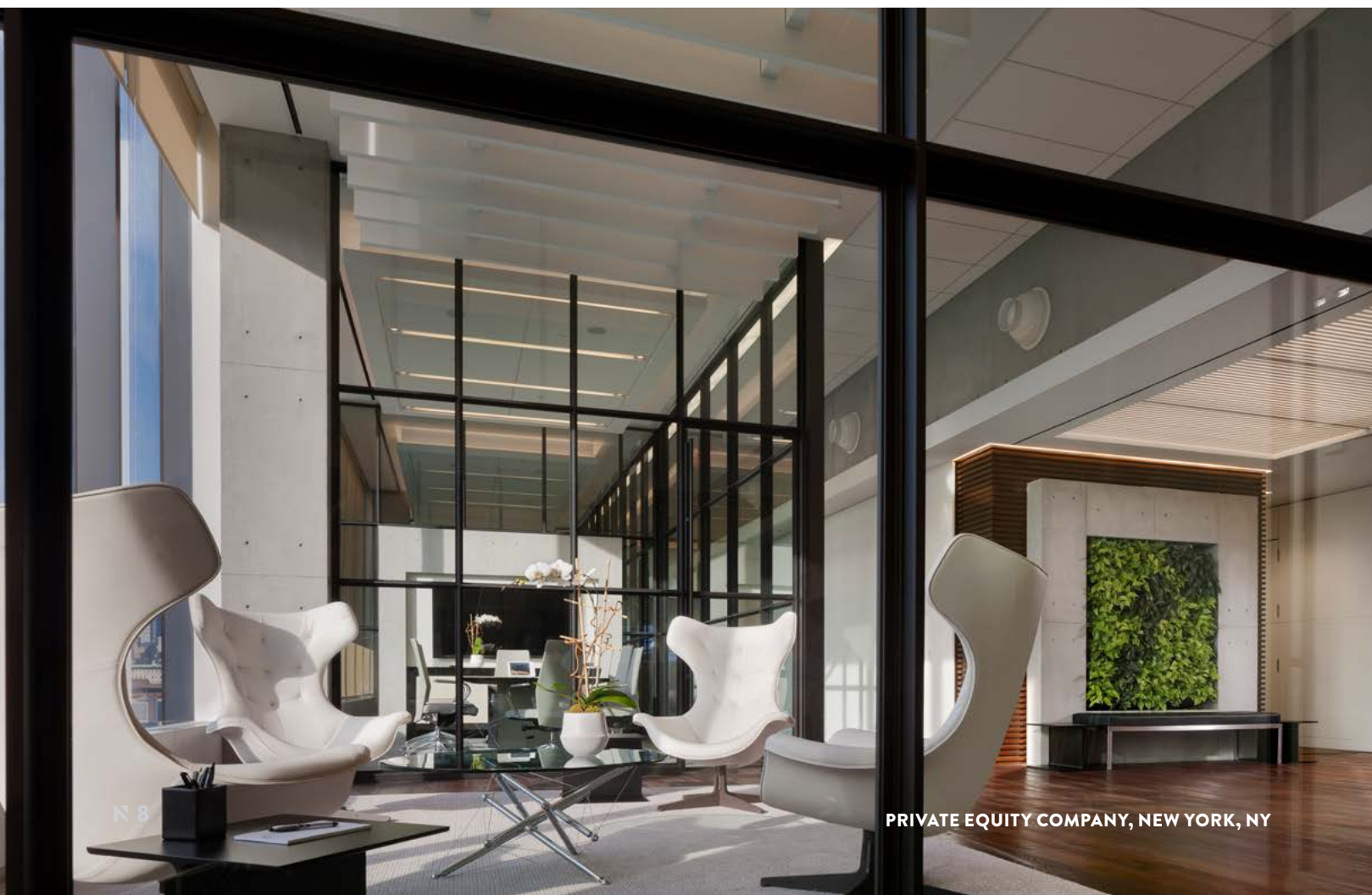
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# FIRM OVERVIEW





WINSLOW CAPITAL MANAGEMENT, MINNEAPOLIS, MN



PRIVATE EQUITY COMPANY, NEW YORK, NY

## OUR HISTORY

NELSON is an integrated architecture, design, and strategy firm. We believe that compelling human environments should be informed by deep insight and knowledge of our clients' business, brand, competition, and user. We believe in delivering informed solutions grounded in these dynamics.

We address our clients' challenges with ingenuity to provide unexpected approaches and solutions. And most importantly, we are driven by results. Our definition of success is delivering on both brand AND business goals. Our vision is to become a partner, beyond just a project.

NELSON was founded in 1977 as an interior design firm. Now in its second generation of ownership and leadership under Chairman & CEO John "Ozzie" Nelson Jr., NELSON has experienced tremendous growth in revenue, teammates, and its national and global presence. It has evolved from its roots into a global integrated design and strategy firm focused on brand strategy, user insights, workplace consulting, graphic design, interior design, and architecture.

Today, NELSON enjoys a tremendous track record with a broad range of clients from diverse industries. We work with more than 20 percent of the companies in the Fortune 100. Our success has led to several top industry rankings, including the top ten overall Interior Design Magazine "Design Giants" and #3 on the Interior Design Magazine's Giants focused on workplace design.



## KEY OFFICERS OF THE FIRM

NELSON is a privately held, family-owned company. It is managed through an executive leadership team on the corporate level with Managing Directors responsible for regional operations throughout the country and internationally. Members of our Executive Team are described below.

### JOHN “OZZIE” NELSON JR. | CHAIRMAN & CEO

John “Ozzie” Nelson Jr. is an accomplished business leader who has demonstrated a commitment to the design industry and the community. As Chairman & CEO of NELSON Worldwide, Ozzie has guided the firm to unprecedented growth while maintaining a creative company culture. Under Ozzie’s direction, the firm expanded from a traditional design firm with a single core competency to its current state of 22 locations serving clients globally. In 2019, he was named one of the Minneapolis St. Paul Business Journal’s Most Admired CEOs.

### STEVEN MELTER | CHIEF FINANCIAL OFFICER

Steven Melter brings 42 years of experience in Financial Accounting and Tax preparation. 32 years of experience in Financial Management specializing in Architecture, Design, Engineering firms. Current focus in Analytics, Planning and Strategy utilizing systems such as Deltek, Planful and MSSQL. Expert in Excel and data mining integration between SQL based systems and Excel.

### LEIGH BOYER | LEGAL COUNSEL

Leigh Boyer is a highly driven, skilled, and proven thought leader with 30 years of experience as general counsel for mid-sized, geographically diverse corporations. In addition to construction and corporate law, her expertise includes all areas and best practices related to employment law and sophisticated corporate transactional and financing matters. She is routinely consulted for my strategic thinking with regard to general corporate strategy and risk management and avoidance.

## ANNE GIBSON | PRACTICE LEADER, WORKPLACE

Anne is an award-winning, critically thinking designer and strategist, who believes that everything is connected. With a quick grasp of emerging trends and evolving business goals, Anne excels at designing layered, complex human experiences that underpin an organization's strategic goals.

## BARBARA RIEKSE | MARKET LEADER

Barb brings years of experience in commercial real estate, design project leadership, and construction and management. She offers a fresh perspective, as well as a strategic vision, that helps drive innovative workplace strategies for the firm.

## ANDREA BRANDT | SENIOR PROJECT MANAGER, WORKPLACE

Andrea serves as a client advocate and a leader of project teams. Her more than 28 years of experience in programming, planning and managing the delivery of legal workplace interior design projects has made her finely attuned to the unique needs and objectives of her clients.

## TOTAL NUMBER OF EMPLOYEES

700+ Nationwide

# WHERE YOU'LL FIND US



### WEST

Los Angeles, CA  
Pleasanton, CA  
San Francisco, CA  
San Jose, CA  
Seattle, WA  
Denver, CO  
San Diego, CA

### CENTRAL

Chicago, IL  
Cincinnati, OH  
Cleveland, OH  
Dallas, TX  
Minneapolis, MN  
Austin, TX  
Houston, TX

### SOUTHEAST

Alpharetta, GA  
Atlanta, GA  
Charlotte, NC  
Jacksonville, FL  
Miami, FL  
Tampa, FL  
Raleigh, NC

### NORTHEAST

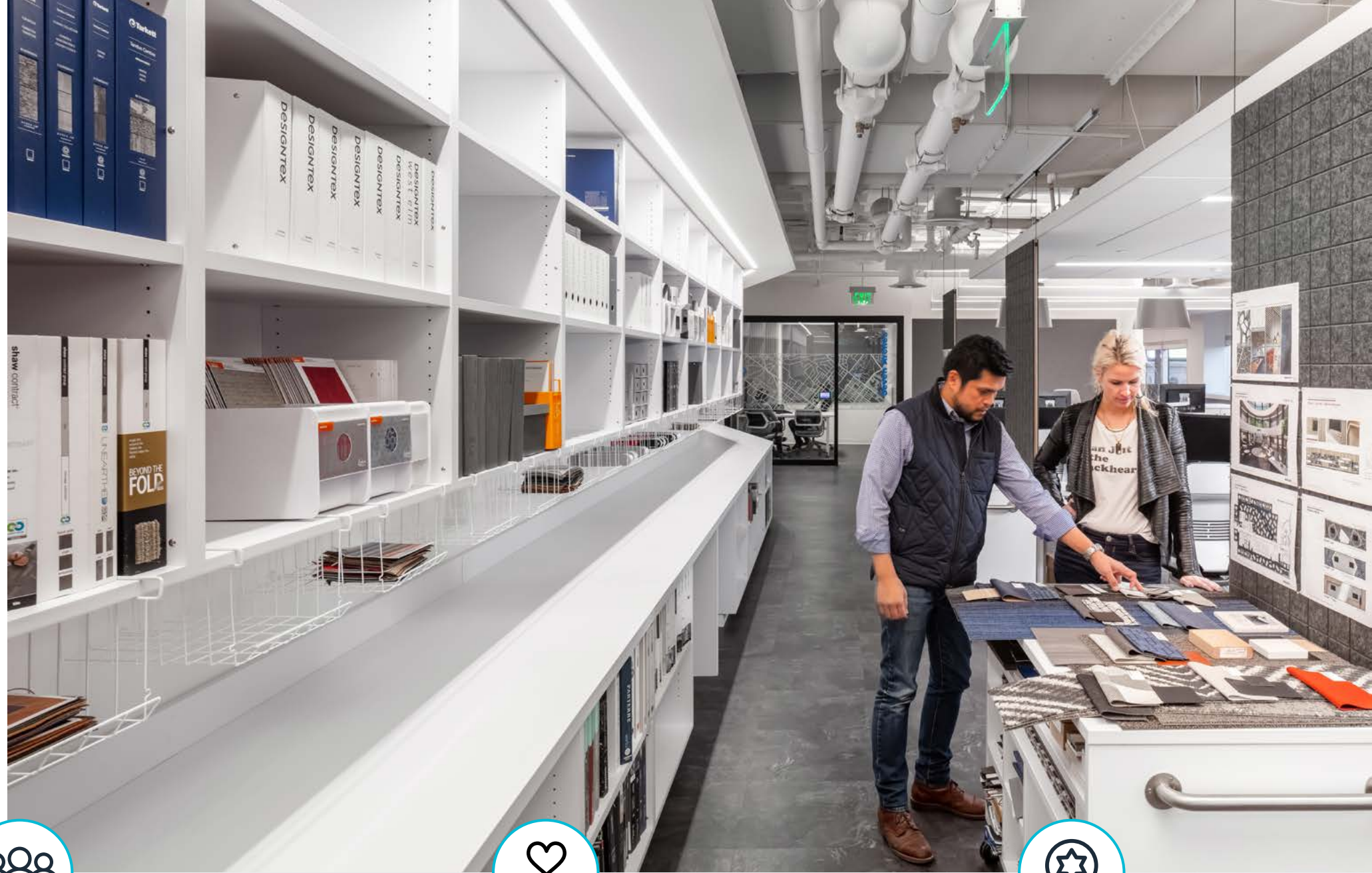
Boston, MA  
New York, NY  
Philadelphia, PA  
Vienna, VA  
Richmond, VA  
Rochester, NY  
Wilmington, DE

Affiliate and telework locations

# WHO WE ARE

At NELSON, we transform all dimensions of the human experience, providing our clients with strategic and creative solutions that positively impact their lives and the environments where they work, serve, play, and thrive. With our diverse portfolio of work and integrated skill sets, we offer all the services you need to bring your vision to life.

**Years in Business:** 44  
**Corporate Status:** Private



## UNIFIED NETWORK

Our collective network includes teammates in 20 offices, combining industry experience, service expertise, and geographic reach to deliver projects across the country.

## COLLABORATIVE TEAM

Our teammates are driven by a passion to constantly innovate, disrupt and evolve – delivering smart solutions that boldly shape the human experience.

## CLIENT-CENTRIC APPROACH

We are focused on building relationships and working passionately to meet your needs one goal at a time. We'll go above and beyond to exceed expectations and collaboratively drive solutions.

## INDUSTRY LEADER

**#5** Top 100 Giants  
*Interior Design Magazine*

**#6** Office Architecture  
*Building Design + Construction*



# DIVERSE DISCIPLINES, HOLISTIC SOLUTIONS



**STRATEGY  
& INSIGHTS**



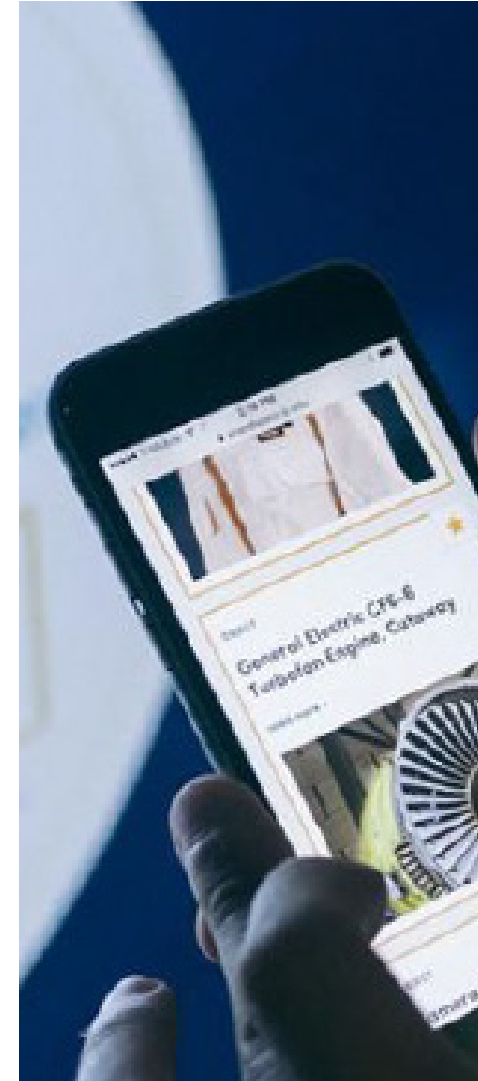
**BRAND  
COMMUNICATIONS**



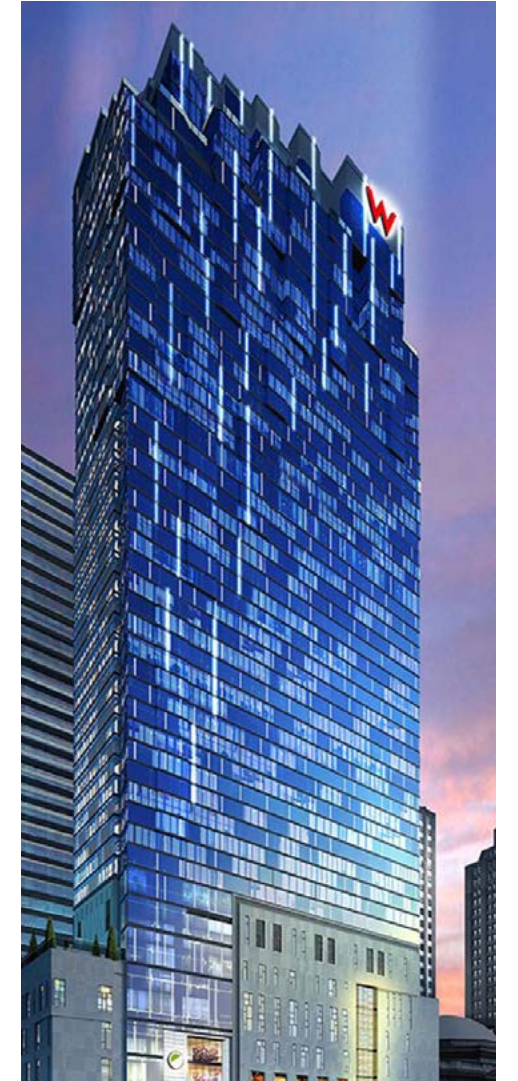
**INTERIOR  
DESIGN**



**ENVIRONMENTAL  
GRAPHICS**

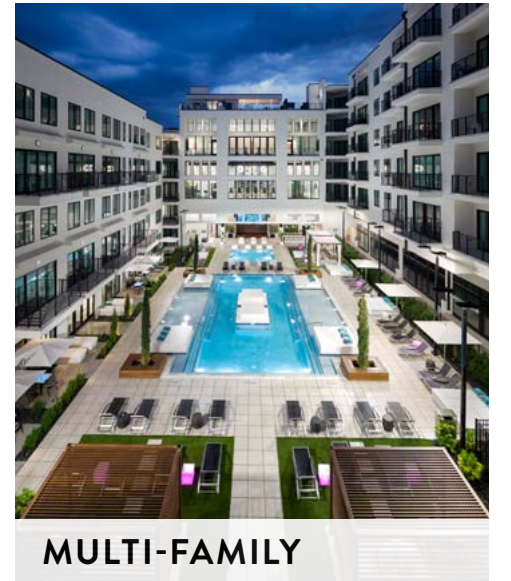
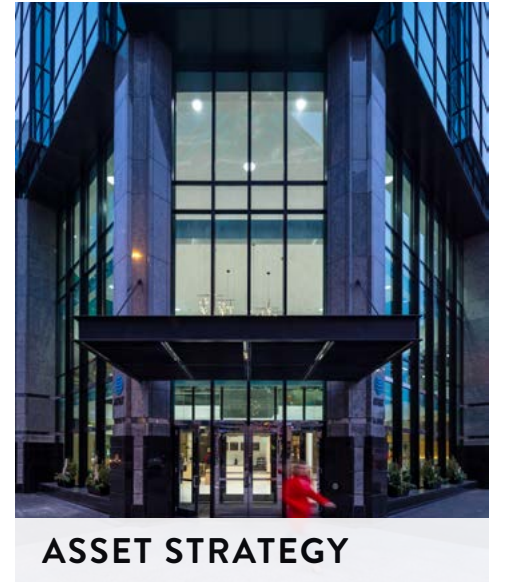
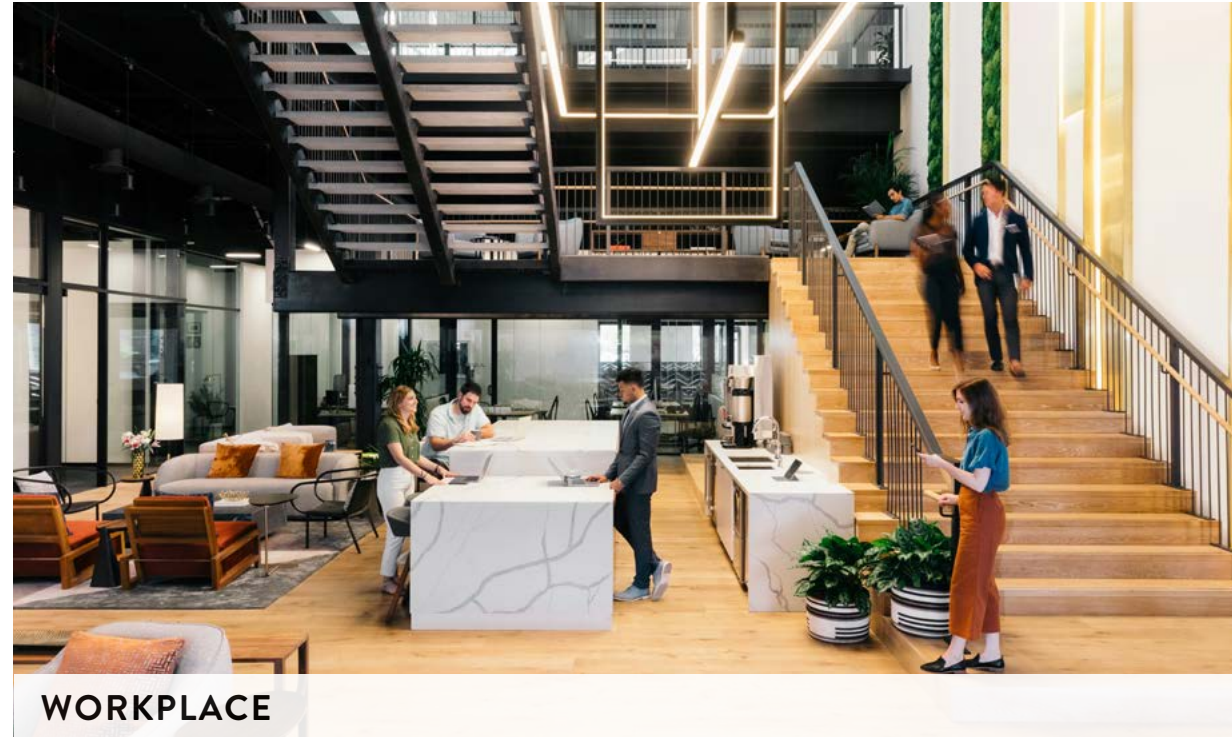
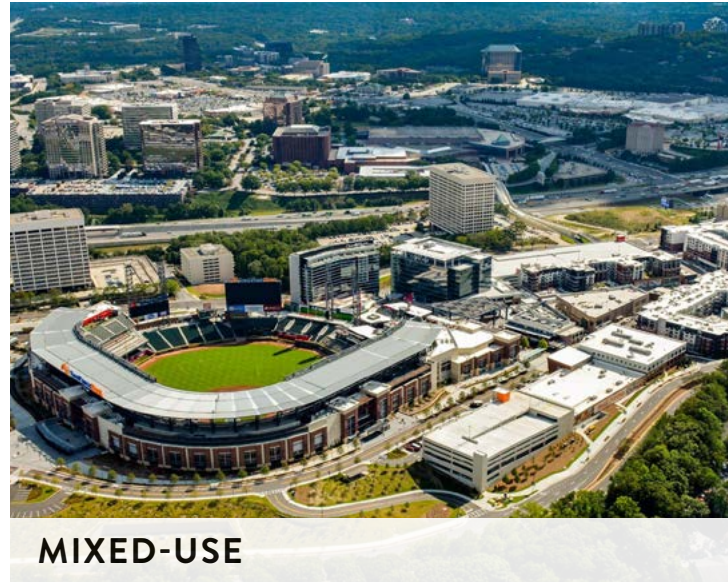


**DIGITAL MASTER  
PLANNING**



**ARCHITECTURE &  
IMPLEMENTATION**

# LEVERAGING OUR COLLECTIVE EXPERTISE



RELEVANT EXPERIENCE



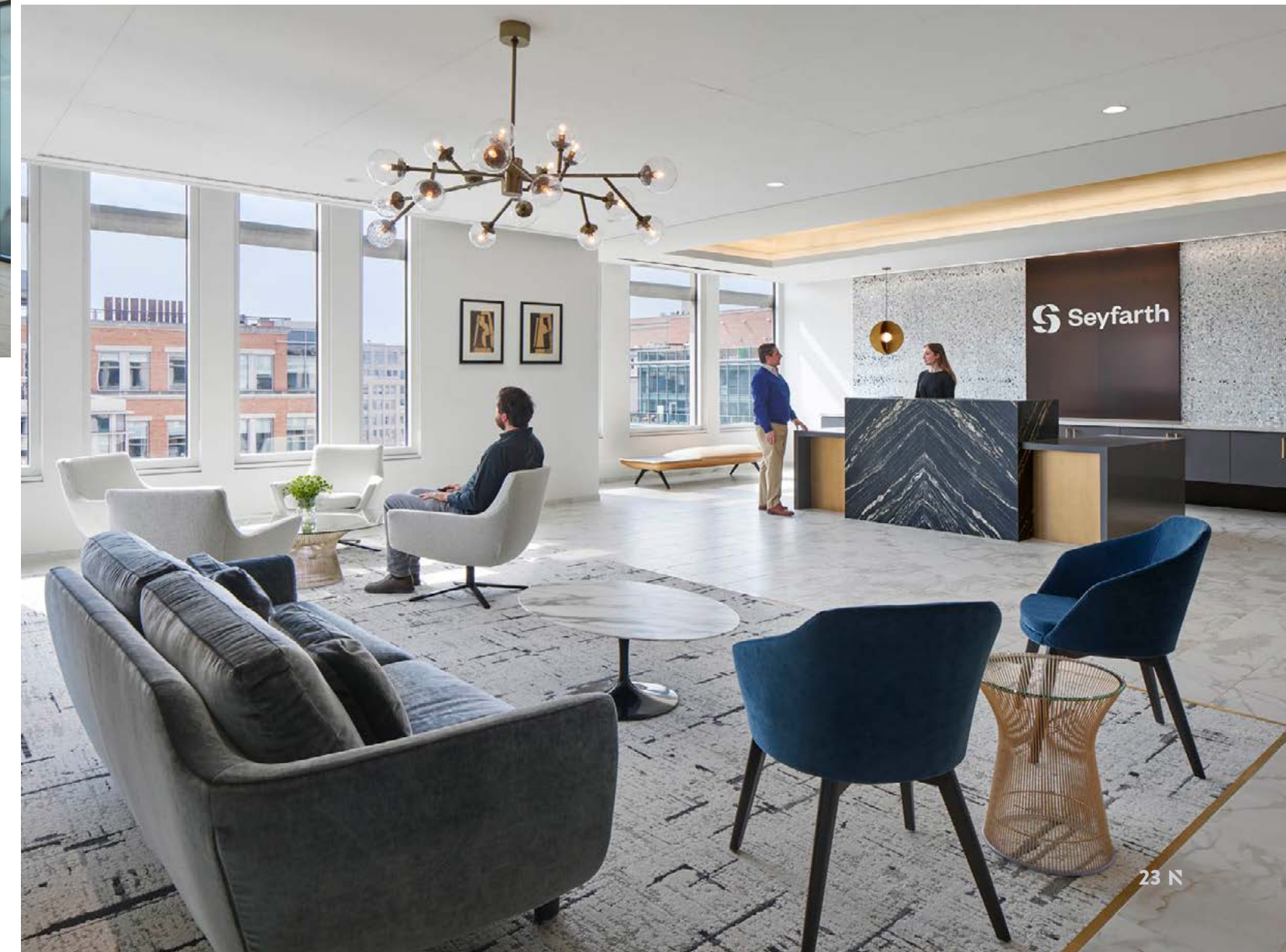
SEYFARTH  
SHAW



## SEYFARTH SHAW, LLP

WASHINGTON, D.C.

Seyfarth Shaw LLP retained NELSON to renovate their existing office in Washington, DC. The team's design targeted the client's goals of reducing their footprint and re-planning the remaining space to incorporate an updated and refreshed conference center floor with reception and entertainment area. By reducing and distributing the law library throughout the practice floors and relocating IT and Office services, the program achieved the desired headcount while returning a full floor of square footage. The NELSON team created a user-friendly café space that connects to the activated outdoor terrace, and the tenth-floor conference center is a hub space for meetings, trainings, functions, and activities. With sleek finishes and upgraded furniture, the new space aligns with Seyfarth Shaw's branding in a modern and practical aesthetic.



### > REFERENCE

Timothy Dahlman, Director of Operations and Facilities  
Seyfarth Shaw

tdahlman@seyfarth.com

312 460 6446

233 S. Wacker Drive, Suite 8000

Chicago, Illinois 60606

### > SIZE

40,000 RSF

### > SERVICES

Interior Design

### > PROJECT TYPE

Renovation

### > YEAR COMPLETED

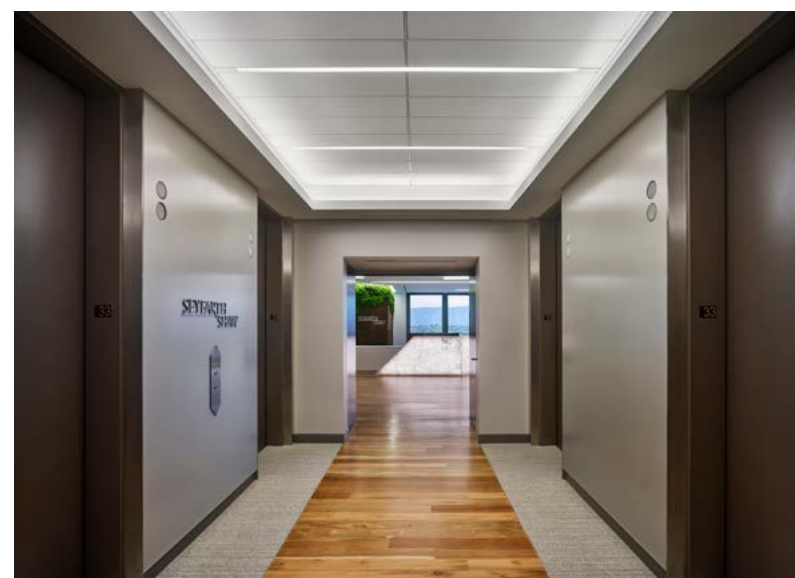
2020



## SEYFARTH SHAW, LLP

LOS ANGELES, CA

The design direction established with office leadership NELSON developed a high-energy, innovative, and tech-forward workplace that better integrates attorneys and staff. This 58,000 SF relocation project utilized the firm's progressive SeyfarthLean® approach to legal services as inspiration. Implementation of single-size offices for all attorneys reduces the cost of occupancy and allows for growth, and an influx of new collaborative spaces have been added for all staff members. Access to natural daylight and indirect lighting, use of locally produced materials, and green wall applications lend a residential/hospitality atmosphere, along with artwork selections that support the local arts community.



### > REFERENCE

Timothy Dahlman, Director of Operations and Facilities  
Seyfarth Shaw

tdahlman@seyfarth.com

312 460 6446

233 S. Wacker Drive, Suite 8000

Chicago, Illinois 60606

### > SIZE

58,000 RSF

### > SERVICES

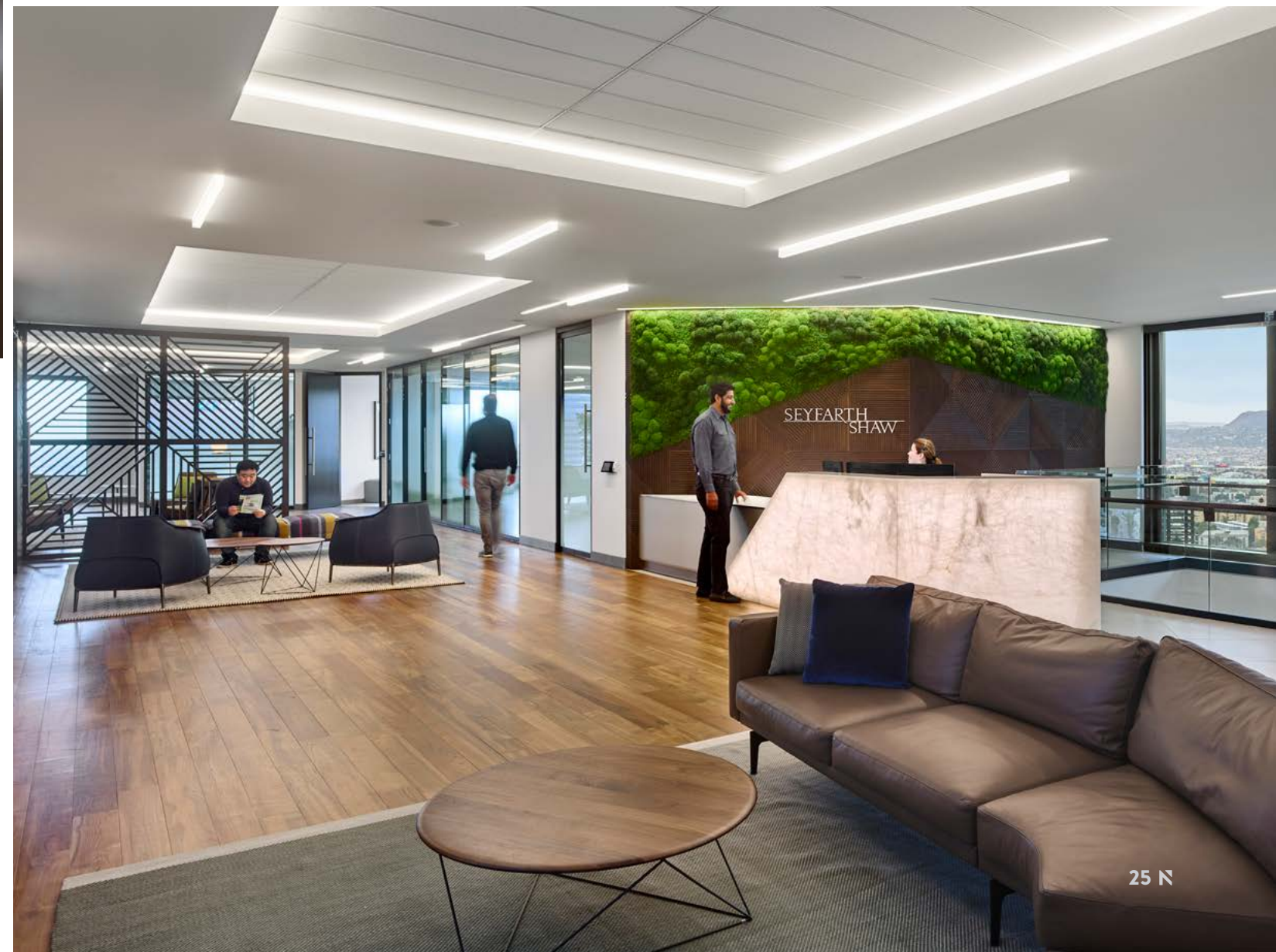
Interior Design

### > PROJECT TYPE

Relocation

### > YEAR COMPLETED

2019





## SEYFARTH SHAW, LLP

SAN FRANCISCO, CA.

The design direction established with office leadership will be to “develop a workplace that creates a welcoming and memorable user experience, reflecting the tech vibe and locality that is the story of Seyfarth San Francisco.” This new workplace will promote the hosting of client events, encourage people to come to the office with greater regularity, and support the progressive, collaborative culture of Seyfarth San Francisco. The renovated workplace will capitalize more on surrounding panoramic views, connecting Seyfarth to the San Francisco community.



### > REFERENCE

Timothy Dahlman, Director of Operations and Facilities  
Seyfarth Shaw

tdahlman@seyfarth.com  
312 460 6446  
233 S. Wacker Drive, Suite 8000  
Chicago, Illinois 60606

### > SIZE

40,000 RSF

### > SERVICES

Interior Design

### > PROJECT TYPE

Renovation

### > YEAR COMPLETED

2020



## PERKINS COIE

CHICAGO, IL

Perkins Coie LLP decided to leave their 20-year-old space and relocate to a fully modernized new office at 110 N. Wacker in Chicago. Building on an 18-year relationship, they engaged NELSON for the design. The new location accommodates the firm's recent staff growth and offers stunning views, exposure to daylight, room for collaboration, and opportunities for smart space efficiencies. One of the key areas included the entry and conference center space, which functions not only as a traditional conference center but also as a concierge and hospitality hub for the firm. Branding and Art also layered in to the design at entry points, vertical circulation, and vistas to create a diverse and personal story, elevating Perkins Coie's brand as a firm and infusing local and office culture.



### > REFERENCE

Richard Sevcik, Partner  
Perkins Coie, LLP

Rsevcik@Perkinscoie.com  
312 324 8653  
131 S Dearborn Street, Suite 1700  
Chicago, IL 60603

### > SIZE

104,000 SF

### > SERVICES

Full Interior Design, FF&E,  
Environmental Graphic Design

### > PROJECT TYPE

Relocation to 110 N. Wacker high-rise

### > YEAR COMPLETED

2021



## CONFIDENTIAL LAW FIRM

CHICAGO, IL

New workplace solutions include a universal office approach for all timekeepers, interior offices off the window line, and offices for paralegals and support staff. Legal administrative assistants at a 6:1 ratio anchor large, open, light-filled corners of the attorney floor footprint with client team collaboration spaces at all corners of the floor-plate. Each setting is divisible and modular allowing for easy reconfiguration to accommodate change over the lease term with minimal capital investment. Guests will be greeted by a two-story client-facing space with 25-foot-high ceilings with a panoramic 35-foot glass wall celebrating iconic views. A monumental stair engaging the two-story client-facing space will enhance the scale of the receiving space for the firm, while another non-contiguous stair engages the third floor.



### > REFERENCE

Mark D'Alleva, Director of Capital Projects

312 788 1804  
150 N. Riverside Plaza, Suite 1800  
Chicago, IL 60606

### > SIZE

86,639 SF

### > SERVICES

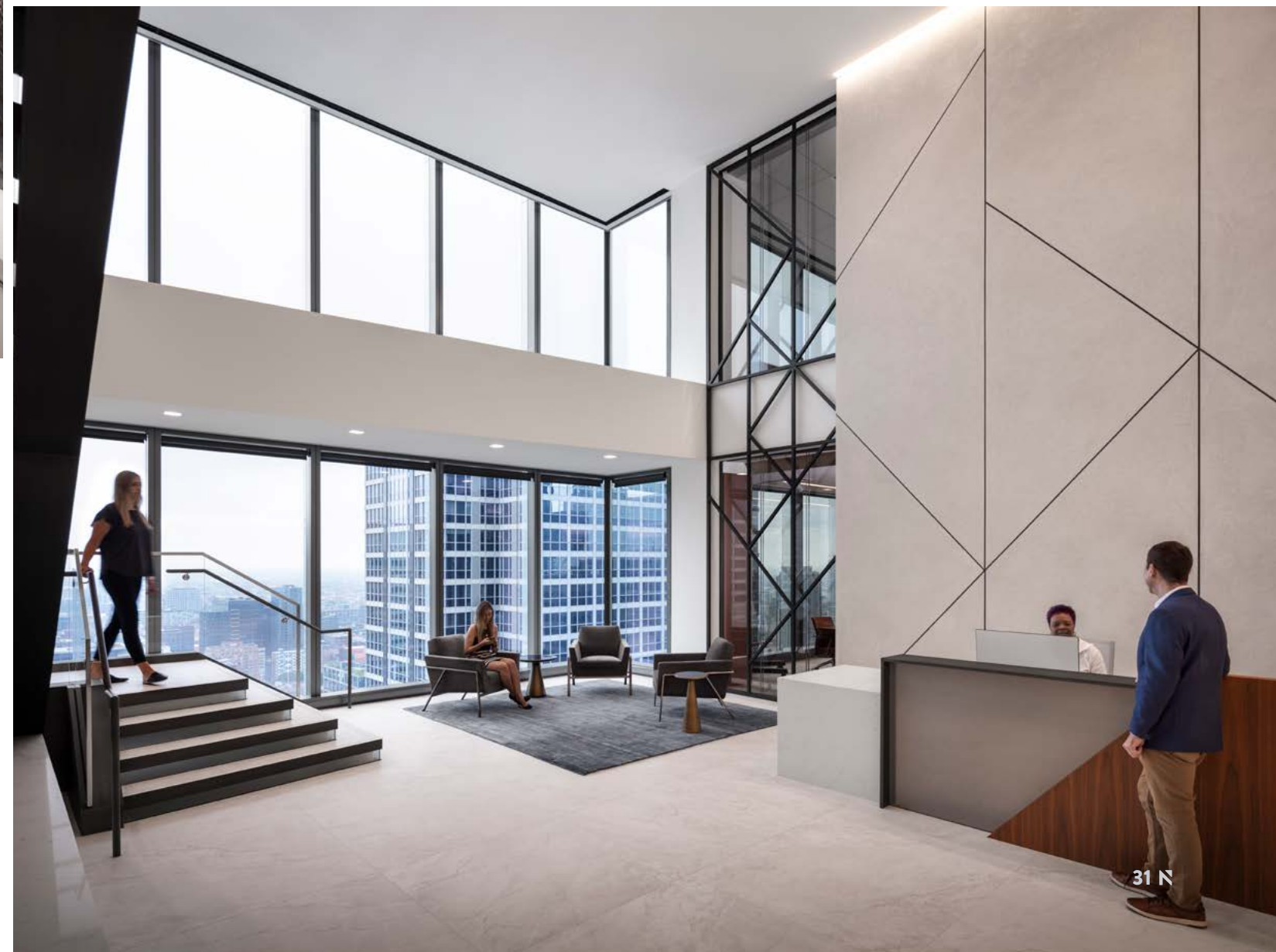
Full Service Design, including the design of a monumental stair

### > PROJECT TYPE

Relocation to 110 N. Wacker high-rise

### > YEAR COMPLETED

2021







## ICE MILLER LLP

CHICAGO, IL

With over 340 legal professionals, Ice Miller reevaluated its space and the need to accommodate for growth at its Chicago office, it has become the gathering place for attorneys and staff visiting from other Ice Miller workspaces through the years. The location needed to accommodate those who planned on coming in for a day, a week, or longer. Ice Miller, as a firm, prides themselves on celebrating the diverse minds within their organization and how bringing those together provides their clients with better solutions. We wanted the space to support and celebrate that collaboration and connection that makes their organization so unique. Primarily servicing the tech sector, Ice Miller desired an aesthetic that reflects a progressive industry. The design team accomplished this by exposing ceiling structure and using raw materials in combination with refined detailing. With cost as a driver for this client, the team focused on readily available and affordable materials during a time when procurement has been challenging.

This project was designed with future flexibility at the top of mind. It was a key factor in the determination to go to one size office, so all interior and exterior offices are the exact same. This allows the client future flexibility when new hires are brought in.



### > REFERENCE

John Burke,  
Office Managing Partner  
Ice Miller LLP

john.burke@icemiller.com  
312.726.8148  
200 W Madison St., Suite 3500  
Chicago, IL 60606

### > SIZE

50,000 SF

### > SERVICES

Interior Design, Environmental Graphic Design,  
Visioning & Programming, Schematic Design, Design  
Development, Construction Admin., FF&E

### > PROJECT TYPE

Relocation & Expansion

### > YEAR COMPLETED

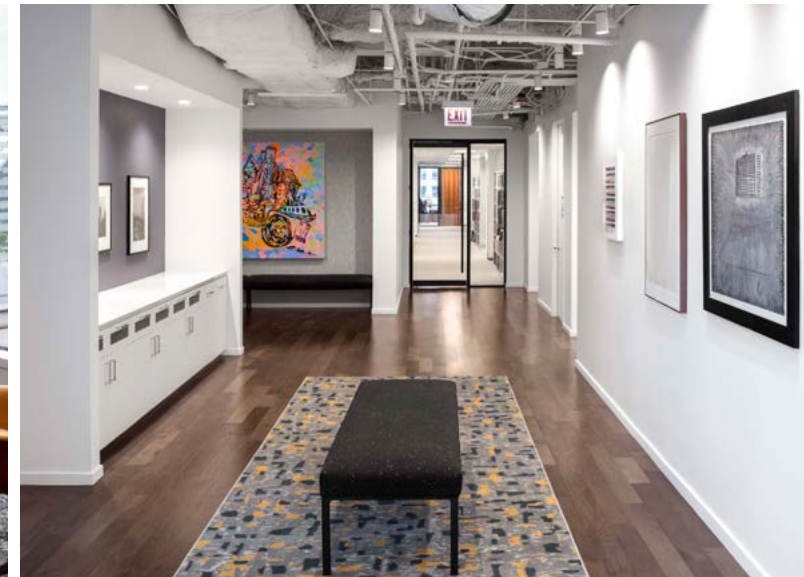
2022& 2023



## BRYAN CAVE LEIGHTON PAISNER LLP

CHICAGO, IL

Bryan Cave wished to create a more collaborative environment that deviated from the traditional nature of law offices. NELSON strategically decided upon designing a café to accomplish the goal of creating an open, light filled synergistic environment while evoking a unique dining experience for both employees and clients alike. NELSON began to construct the 2,000 square foot café space dubbed the, “Per Se Café”. The café is an opportune spot for impromptu or casual meetings. A unique obstacle was working within the context of the budget which was established well before the project commenced. To overcome this challenge, the team looked to non-traditional design solutions including material specifications and furniture selection to meet budget goals and guidelines.



### > REFERENCE

Kat Denk  
Bryan Cave Leighton Paisner LLP

kat.denk@bclp.com  
312 602 5000  
161 North Clark Street, Suite 4300  
Chicago, IL 60601

### > SIZE

40,000 SF

### > SERVICES

Full Interior Design, FF&E

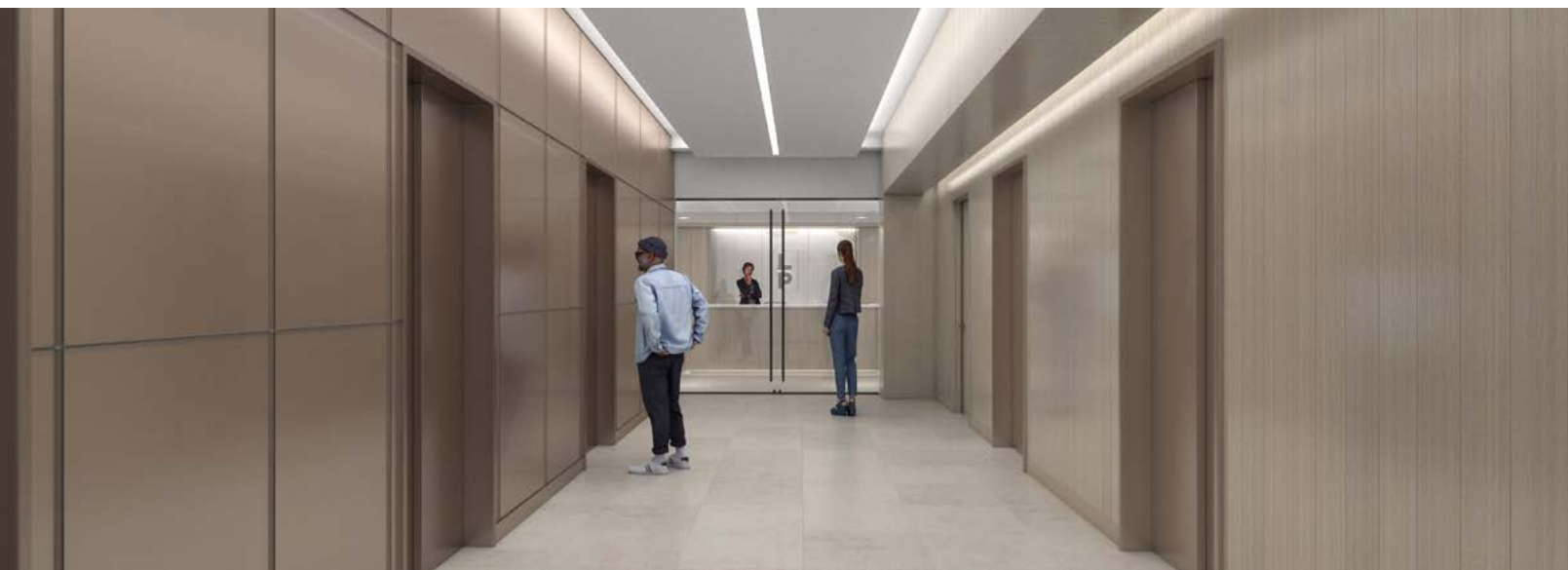
### > PROJECT TYPE

Renovation | Preservation of Café Design

### > YEAR COMPLETED

2021





## LEVENFELD PEARLSTEIN, LLC.

CHICAGO, IL

When looking to relocate, Levenfeld Pearlstein, LLC was interested in creating a space that both invested in employee equity and saved real estate costs. After completing an extensive workplace strategy phase with NELSON, Levenfeld Pearlstein, LLC came to the conclusion that it was important to provide an office for all employees. In order to provide this function while still meeting their real estate reduction goals, we collectively decided to implement 10 x 10 offices along with 90% unassigned space policy. Given this progressive approach to law firm planning, Levenfeld Pearlstein, LLC recognized the need for change management and worked together with the NELSON team to guide their employees through the process. Not only does this space meet Levenfeld Pearlstein, LLC's real estate goals and objectives, it also provides a fresh, modern new office space that will help attract and retain talent. The design concept for this space was Lagom, "just the right amount". It was important to Levenfeld Pearlstein, LLC to provide an elevated aesthetic while still being welcoming and relatable.



### > REFERENCE

Kevin Corrigan (he/him/his), Chief Operations Officer  
Levenfeld Pearlstein, LLC  
312 476 7543  
2 N. LaSalle St, Suite 1300  
Chicago, IL 60602

### > SIZE

38,000 SF

### > SERVICES

Design, FFE, Change Management, Art Work  
Management, Lighting

### > PROJECT TYPE

Relocation

### > YEAR COMPLETED

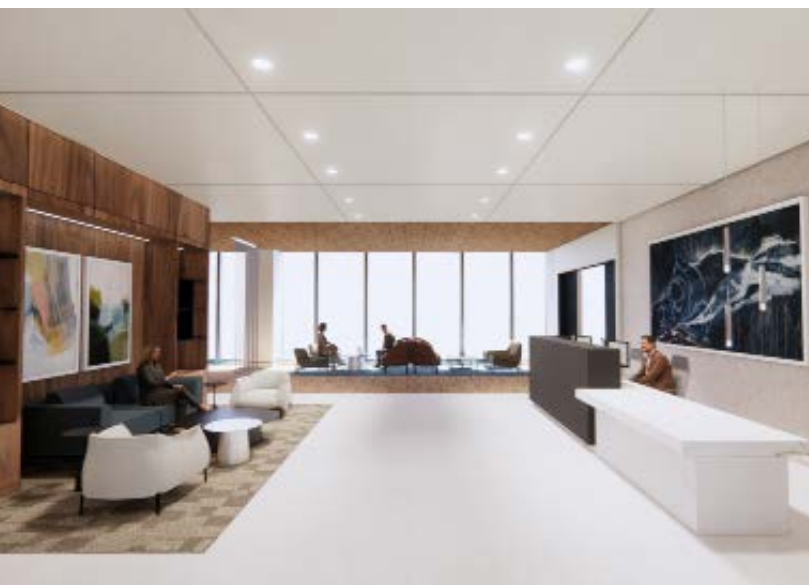
2023



## CONFIDENTIAL LAW FIRM

CHICAGO, IL

In relocating, this client was looking for ways to draw people back into the office by creating a space that supports collaboration and can hold large events all while maintaining maximum flexibility. To do this, Nelson designed a space that feels like a well-appointed hotel, bringing in touches of home so people feel comfortable while still maintaining a sophisticated, professional aesthetic and maximizing the spectacular views. It was important for guests to feel comfortable and confident in the space, thus finishes were placed to support wayfinding without the need for excessive signage. Flexibility was addressed not only by creating single sized offices but down to the details of ceiling design, wall structure, furniture design and finish selection so that throughout the lease term, this client could make changes with very minimal rework. This project is the perfect example of collaboration between many consultants and trades to bring a client's vision to life. In the words of the managing partner, "it's not just good or even great, it's spectacular."



### > REFERENCE

Confidential

### > SIZE

88,000 SF

### > SERVICES

Full Interior Design, FF&E

### > PROJECT TYPE

Relocation

### > YEAR COMPLETED

2024





## CONFIDENTIAL LAW FIRM

CHICAGO, IL

This Confidential Law Firm, a well-known litigation and business law firm, looked to NELSON to create a space that would allow for natural collaboration, open workstations, and full glass office fronts. Due to the sensitive nature of the firm's work, acoustic privacy was a priority. To ensure privacy in the design, we brought in ARUP and ESD to assist with acoustic review and calculations. The space includes a variety of collaborative spaces and breakout rooms, giving staff the flexibility to work where and how they want. The area was designed to accommodate future growth while creating heads-down spaces within a more fun and inviting environment. The new open office layout serves as a test run for The Client's other offices and overall business model.



> **REFERENCE**  
Confidential

> **SIZE**  
Multiple Locations Totaling 100,000 SF

> **SERVICES**  
Interior Design, FF&E

> **PROJECT TYPE**  
Renovation & Relocation

> **YEAR COMPLETED**  
2018



## CONFIDENTIAL LAW FIRM

NATIONAL PORTFOLIO

NELSON was retained in 2018 to collaborate on this Confidential Law Firm's entire 27 office, 750,000 SF national portfolio. After evaluation, we began an immersive process with the real estate committee to understand their tolerances for a variety of different approaches. The protocols established average 475–550 RSF per attorney. With these new protocols comes a variety of activity-based settings nonexistent in their previous spaces. A new brand strategy creates consistency from office to office while the regional influences of each office are expressed in both the client facing and social spaces through each workplace.



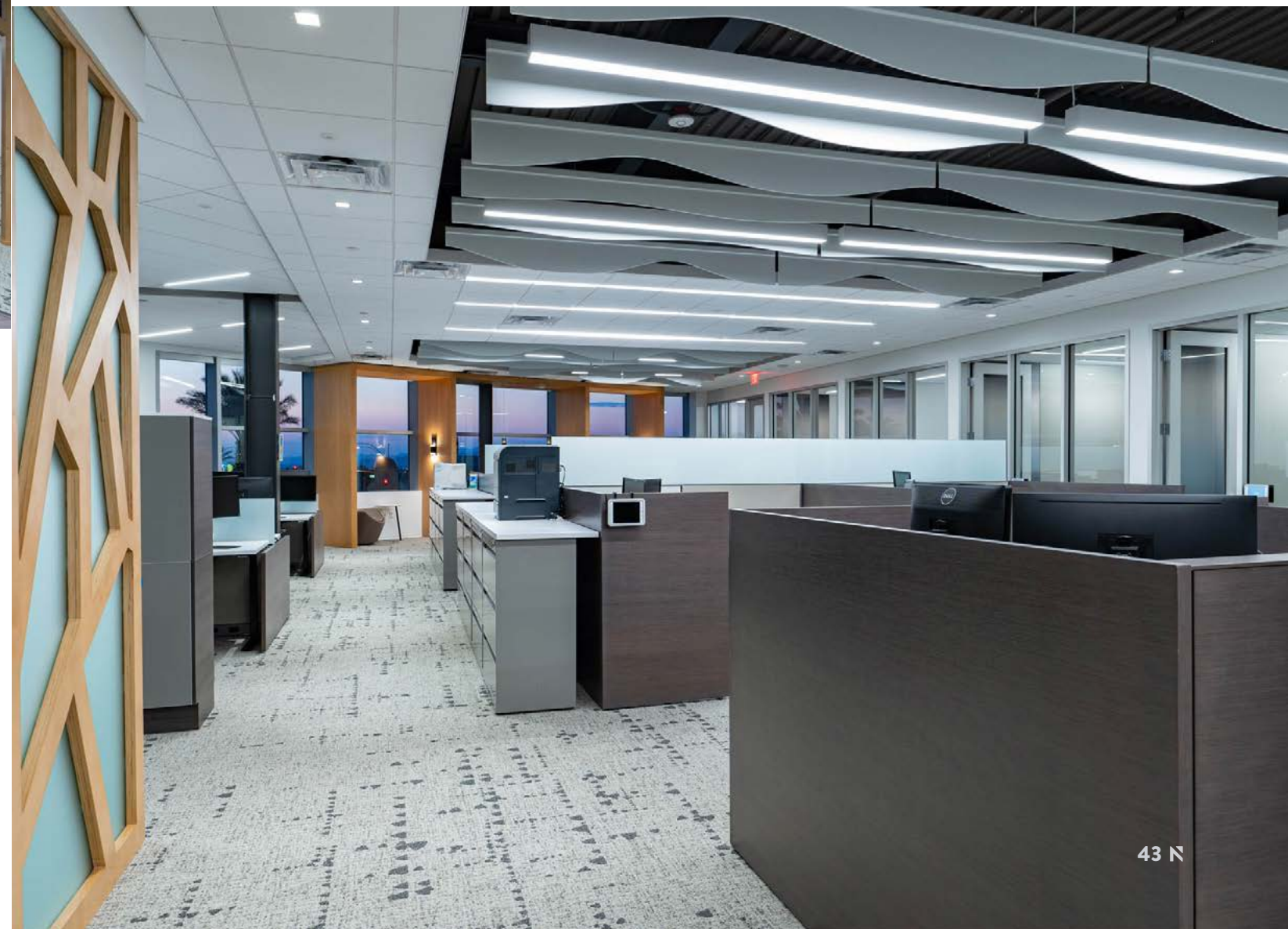
> **REFERENCE**  
Confidential

> **SIZE**  
Multiple Locations Totaling 750,000 SF

> **SERVICES**  
Interior Design

> **PROJECT TYPE**  
Renovation & Relocation

> **YEAR COMPLETED**  
2018-2022





## TAFT

MINNEAPOLIS, MN

A tenant in Minneapolis's iconic IDS Center, Taft completely renovated its offices. The new space celebrates Minneapolis by highlighting the architecture of the building and showcasing the floor to ceiling glass windows, the panoramic views of the city, and letting the natural light permeate the workspace. The efficient space plan provides areas with additional seating choices that can enhance collaboration and engagement on every floor. The corners of the floors are used for comfortable seating areas on the work floors and the main reception floor boasts a new conference center which includes flexible, large reception spaces clients and community events.



### > REFERENCE

Julie Munneke  
Director of Facilities Management  
Taft Stettinius & Hollister LLP

jmunneke@taftlaw.com  
612 977 8599

### > SIZE

109,000 SF

### > SERVICES

Full Interior Design, Strategic Programming,  
Brand Integration, FF&E, Art & Accessories

### > PROJECT TYPE

4-Floors, Renovation | 20% Space Reduction

### > YEAR COMPLETED

2020

**PHILOSOPHY &  
APPROACH**





# DESIGNING FOR THE LEGAL WORKPLACE

As designers driven by the prospect of transforming all dimensions of the human experience, we advocate for spaces that support employees and create dynamic concepts that allow companies to adapt and evolve. With every project, our team promises to deliver spaces that meet the legal standards of today and tomorrow.



## DESIGNING TO A BUDGET

To maintain a commitment to each client's budget, NELSON dives into the process of value creation for every project to produce innovative opportunities for cost savings throughout the entire project process.

## CULTURE-CENTRIC

Workplace environments need to embrace a culture and brand-centric mindset at every touch-point to create a memorable destination where employees actually want to spend time.

## DESIGNING FOR DIVERSITY & INCLUSION

We know our clients' spaces have achieved success when they enable people across a diverse spectrum of biological, psychological, and cultural requirements to feel included, supported, and celebrated.

## FLEXIBLE DESIGN

While the definition of a workspace has evolved during the pandemic, providing flexible spaces will be part of the next normal. It will be imperative to incorporate spaces within the office that cater to different work styles.



**1.2M**  
SQUARE FEET  
OF LEGAL  
WORKPLACE  
PROJECTS SINCE  
2020

**22**  
LEGAL  
WORKPLACES  
DESIGNED SINCE  
2020

**18%**  
AVERAGE SPACE  
REDUCTION AS  
LEGAL WORKPLACES  
TRANSITION TO  
HYBRID WORK

# LEGAL WORKPLACE IN A POST-COVID WORLD

How is NELSON's approach to our legal workplace projects different? In short, we ask questions, pushing beyond the project to devise holistic solutions to solve challenges that develop around physical space, business continuity, and employee safety that promises to reshape the legal workplace both now and in the future.

*Click any of the topics below for a bit of insight into what we're thinking.*

**THE EVOLVING  
LEGAL WORKPLACE**

*The challenges developing around physical space, client service, and employee safety promise to reshape the legal workplace in both the near- and long-term.*

**FLEXIBILITY TO SUPPORT  
THE POST-COVID LEGAL  
WORKFORCE**

*The challenges developing around physical space, client service, and employee safety at this time promise to reshape the legal workplace.*

**WORKPLACE WELL-  
BEING: DESIGN  
STRATEGIES FOR THE  
LEGAL INDUSTRY**

*The conversation is evolving from employee wellness to employee well-being. What's the difference, and how can law firms address this shift through progressive office design?*

**5 CONSIDERATIONS FOR  
THE FUTURE OF THE  
LEGAL WORKPLACE**

*What does the future of the law office look like? We participated in a panel of experts to discuss the five top considerations for the future of the legal workplace.*

## OUR DEEP BENCH OF EXPERIENCE



**21 M+**

SQUARE FEET  
OF LEGAL  
WORKPLACE  
PROJECTS

**600+**

LEGAL WORKPLACE  
PROJECTS ACROSS  
THE UNITED STATES

**2.2 M+**

SQUARE FEET  
LEGAL WORKPLACE  
RENOVATION  
PROJECTS



# COMPANY CULTURE

## OUR PERSONALITY

### PASSIONATE

We're driven by a relentless dedication to our craft, and seek to inspire excellence.

### VISIONARY

Doing things differently is just part of our DNA, we are constantly challenging convention.

### SELF-ASSURED

We know who we are, what we stand for, and we lead with conviction.

## OUR BRAND VALUES

### COLLABORATIVE APPROACH

The sharing of ideas and information to achieve the best possible results for both our teammates and our clients.

### SPIRITED LEADERS

Energetic people who bring enthusiasm to work, play and everything in between.

### INGENUITY + IMAGINATION

The ability to foresee new opportunities and deliver smart, unexpected solutions.

### DESIGN EXCELLENCE

Upholding our work to a standard of quality that surpasses expectations and leads the industry.

### RESPONSIBLE SOLUTIONS

Navigating strategic, environmental and financial considerations to deliver informed outcomes.

### SHARED SUCCESS

An integrated partnership based on mutual respect, understanding and a commitment to what's right for the business.



# NEWMARK

## LEADERSHIP TEAM



**ANNE GIBSON\***  
IIDA, NCIDQ, LEED AP, NOMA  
National Workplace  
Practice Leader



**BARBARA RIEKSE\***  
Market Leader Chicago, Workplace

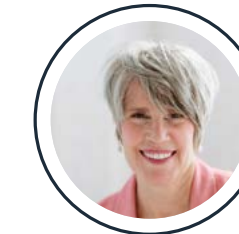


**ROBERT COHOON\***  
AIA  
Technical Leader

## CORE TEAM



**KRISTIN CERUTTI\***  
INCIDQ, LEED AP ID+C, WELL AP  
Design Leader



**ANDREA BRANDT\***  
RID, IIDA, LEED AP ID+C, CMP  
Senior Project Manager



**MALLORY MAYER\***  
LEED GA, NCIDQ  
Senior Technical Designer



**PHUON THAI DOGAN**  
Interior designer  
San Francisco, CA



**CAMERON PIERCE\***  
Interior designer



**TIMOTHY MOORE**  
Technical Leader  
Minneapolis, MN



**LAURA THOMPSON\***  
Interior Designer

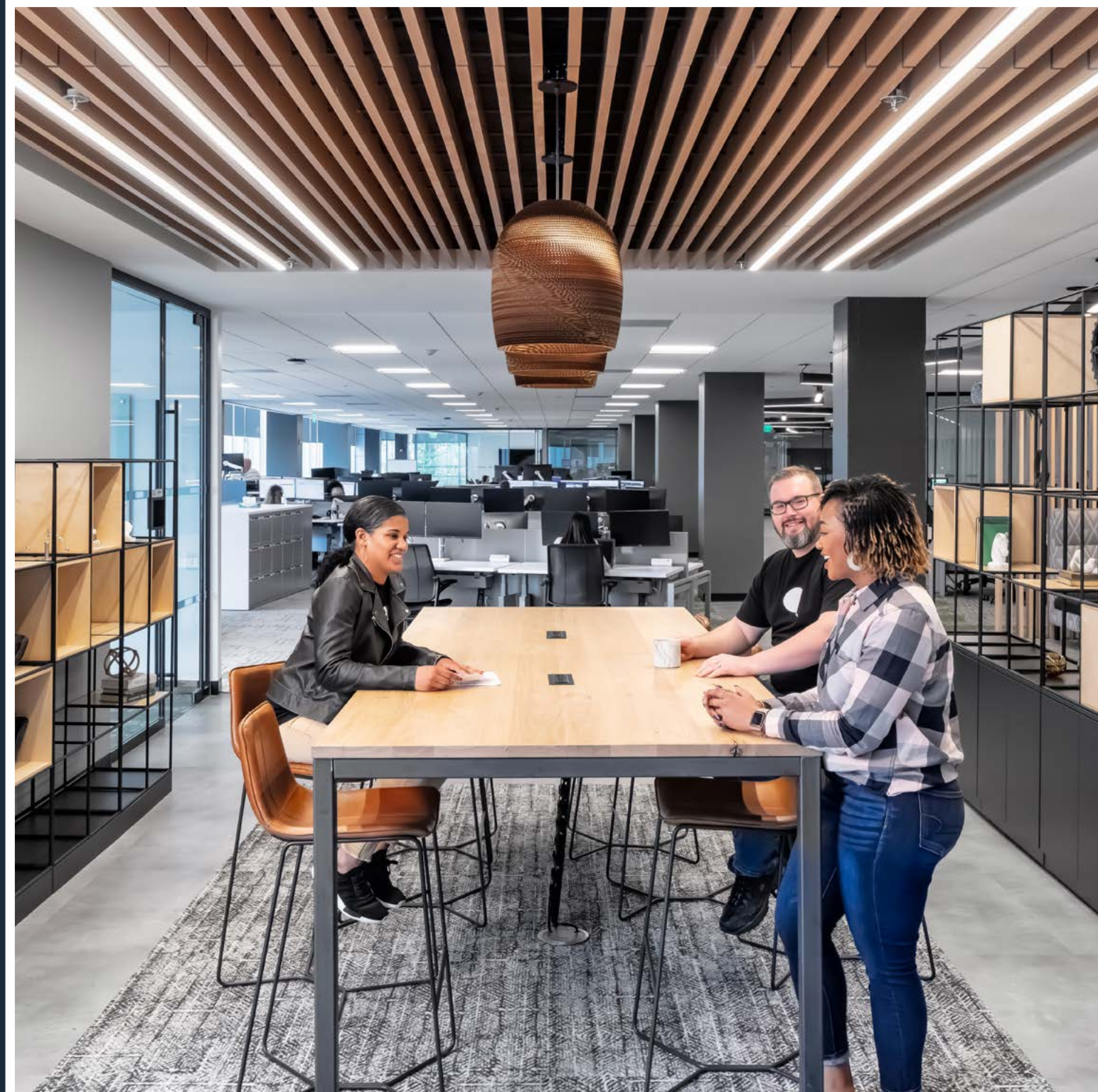
\* Chicago-Based Team Members

# OUR COMMITMENT TO DIVERSITY & INCLUSION

Although NELSON is not a certified Minority or a Women Owned Business Enterprise, we are dedicated to addressing diversity requirements when delivering our services to clients and maintaining our own operations. NELSON's corporate policy is to satisfy diversity requirements on projects for our clients by subcontracting arrangements with certified minority or women owned businesses that provide professional services similar to our own or specialty services that may augment our services for specific projects. We have worked with contractors in support of their efforts to diversify their product vendors or services such as printing, drawing and reproduction.

## **NELSON's Supplier Diversity and Development Objectives include the following:**

- > Routinely seek out qualified M/WDBE organizations that can provide competitive and high quality products and services in a competitive market.
- > Pursue a client target goal on an annual basis by the use of civil, structural, and other engineering services.
- > Encourage participation and support of supplier diversity by major vendors and suppliers to NELSON who are not M/WDBE businesses.
- > Actively assist in the development and competitiveness of M/WDBE businesses through instruction, mentoring and other outreach activities.
- > Work within the supplier diversity programs of our clients to find innovative ways to directly and indirectly support our M/WDBE goals.



## **NELSON'S DIVERSITY & INCLUSION COUNCIL**

As NELSON continues to grow and evolve in the industry, so does our desire to enrich ourselves internally as an organization. NELSON's Diversity and Inclusion Council serves our firm, industry, and community in ways to provide opportunities and have a positive impact on those that are underrepresented or in protected classes, with the ultimate goal being equality for all.

Representatives on the Diversity and Inclusion Council serve as a liaison to various Committees established within the organization. The committees consist of a Social Justice Platform Committee; Recruiting, Training, and Development Committee; Policy, Design, and Creative Process Review Committee; Community Engagement and Partnership Committee; and Data Management and Reporting Committee. Each committee member is committed to a two-year term on the program, during which time the committee members work towards established milestones and goals.



## ANNE GIBSON

IIDA, NCIDQ, LEED AP, NOMA  
Workplace Practice Leader  
23 Years of Experience

I am an award-winning, critically thinking designer and strategist, and I believe that everything is connected. With a quick grasp of emerging trends and evolving business goals, I excel at designing layered, complex human experiences that underpin an organization's strategic goals.

### WHAT I DO HERE

- > I lead teams of designers, architects, strategists and communicators to create bespoke experiences through rigorous, agile processes and innovative storytelling.
- > I use my deep experience in workplace, health and wellness, and product development to inform multi-faceted design solutions.

### HOW I DO IT

- > I implement a hybrid thinker-doer process that drives unique solutions through curiosity, empathy, and experimentation.
- > I mentor and grow the skills of those around me.
- > I let ideas flow and shepherd authentic solutions that are rooted in clients' unique challenges and core values.

### RELEVANT INDUSTRY WORK

- Seyfarth Shaw\***  
Chicago, IL
- Perkins Coie**  
Chicago, IL, 104,000 SF
- Foley & Lardner**  
Chicago, IL, 215,000 SF
- Armstrong Tisdale**  
National Account
- Jones Day**  
Pittsburgh, PA 68,500 SF
- Schiff Hardin**  
Chicago, IL 180,000 SF
- Chapman & Cutler**  
Chicago, IL  
San Francisco, CA  
Salt Lake City, UT
- Confidential Law Firm\***  
Chicago, IL  
Washington, DC



## BARBARA RIEKSE

Market Leader,  
Chicago, Workplace  
34 Years of Experience

I bring years of experience in commercial real estate, design project leadership, and construction and management. I offer a fresh perspective, as well as a strategic vision, that helps drive innovative workplace strategies for the firm.

### WHAT I DO HERE

- > I lead cross-functional teams to drive successful corporate initiatives.
- > I apply a broad industry experience to each project, quickly recognizing and leveraging shifts in the business landscape and adapting to relevant emerging trends.

### HOW I DO IT

- > I clearly and succinctly communicate ideas to team members and clients alike to generate effective operational real estate, facility, and workplace strategies.
- > I'm focused on keeping a great culture for our teams. I'm focused on giving them the creative opportunities to learn and grow.

### RELEVANT INDUSTRY WORK

- Ice Miller**  
Columbus, OH 60,000 SF
- Levenfeld Pearlstein**  
Chicago, 30,000 SF
- Confidential Law Firm**  
National Account 10,000-50,000 SF
- Confidential Law Firm**  
Chicago IL, 90,000 SF
- Confidential Law Firm**  
Chicago, IL, 6750,000 SF
- Taft**  
Cincinnati Oh, 70,000 SF
- Armstrong Tisdale**  
National Account
- Confidential Law Firm**  
Chicago, IL, 36,500 SF Renovation  
Milwaukee, WI, 70,000 SF Relocation  
Austin, TX, 40,000 SF Renovation  
St Louis, MO, 130,000 SF New ground-up  
Phoenix, AZ 12,000 SF Relocation  
Kansas City, MO, 15,000 SF Renovation  
Houston, TX, 40,000 SF Relocation  
Washington D.C., 18,000 SF Planning study



## ROBERT COHOON

Technical Leader  
34 Years of Experience  
4 Years with the Firm

I am a licensed architect with over 30 years of experience in all aspects of project delivery including design, documentation, construction administration, and project management with heightened focus on the development and application of technical standards.

### WHAT I DO HERE

- > I oversee implementation of technical standards throughout the project life cycle, including the QA/QC process.
- > I coordinate building code compliance throughout project documentation.
- > I ensure that the team maintains current awareness of code requirements across practices including corporate headquarters, law offices, university facilities, food service, hospitality, research labs, technology centers, hospitals, and healthcare facilities.

### HOW I DO IT

- > I mentor teammates to support the growth of their skills and professional abilities.
- > I engage regularly with AHJs and clients to ensure smooth project delivery.

### RELEVANT INDUSTRY WORK

- Stone Pigman Walther Wittman**  
New Orleans, LA, 45,000 SF
- Honigman**  
Detroit MI, 140,000 SF  
Lansing, MI
- Thompson Hine Office Renovation**  
Cleveland, OH, 125,000 SF
- Confidential Lawfirm**  
Chicago IL, 90,000 SF
- Ulmer & Berne**  
Chicago, IL, 5,000 SF
- Freebor & Peters\***  
Chicago, IL
- SNR Denton\***  
Chicago, IL



## KRISTIN CERUTTI

NCIDQ, LEED AP ID+C,  
WELL AP  
Design Leader  
16 Years of Experience

I am a lead designer with extensive knowledge of the design process. With experience in multiple markets across the country and around the globe, my project coordination skills, passion for teaching others and knowledge of workplace and human experiential design are invaluable to my team.

### WHAT I DO HERE

- > I lead all aspects of the design process for a variety of clients.
- > I advocate for inclusive design and advise clients throughout the design process.
- > I maintain and grow relationships.

### HOW I DO IT

- > I process all information to come up with the best possible solution.
- > I act as a calm guiding force to keep everyone grounded.
- > I am a leader in NELSON's Diversity & Inclusion Council.

### RELEVANT INDUSTRY WORK

- Taft Stettinius & Hollister LLP**  
Cleveland, OH, 35,000 SF  
Cincinnati Oh, 70,000 SF
- Bryan Cave Leighton Paisner**  
Chicago, IL, 40,000 SF Renovation  
Irvine, CA, 23,000 SF Relocation
- Perkins Coie**  
Chicago, IL, 104,200 SF Relocation
- Honigman**  
Portage, MI, 15,000 SF  
Detroit, MI, 140,000 SF Renovation
- Confidential Law Firm**  
Chicago, IL, 36,500 SF Renovation  
Milwaukee, WI, 70,000 SF Relocation  
Austin, TX, 40,000 SF Renovation  
St Louis, MO, 130,000 SF New ground-up  
Phoenix, AZ 12,000 SF Relocation  
Kansas City, MO, 15,000 SF Renovation  
Houston, TX, 40,000 SF Relocation  
Washington D.C., 18,000 SF Planning study
- Morgan Lewis & Bockius**  
Chicago, IL, 86,639 SF Relocation



## ANDREA BRANDT

**RID, IIDA, LEED AP ID+C, CMP**

Senior Project Manager,  
Central and West Regional  
Leader, Workplace  
34 Years of Experience

I am known for my responsiveness, attention to detail, and organization skills. I serve as a client advocate and a leader of project teams. I have a BA in Interior Design from Iowa State University and MS in Green Building from San Francisco Institute of Architecture.

### WHAT I DO HERE

- > Provide contractual and high-level design and project management oversight.
- > Build and maintain relationships across a variety of markets.
- > Focus on workplans, strategies, and documentation.

### HOW I DO IT

- > Master juggler.
- > Remain finely attuned to the unique needs and objectives.

### RELEVANT INDUSTRY WORK

**Seyfarth Shaw**  
Washington D.C 40,000 SF

**Confidential Law Firm**  
Chicago, IL, 36,500 SF Renovation  
Milwaukee, WI, 70,000 SF Relocation  
Austin, TX, 40,000 SF Renovation  
St Louis, MO, 130,000 SF New ground-up  
Phoenix, AZ 12,000 SF Relocation  
Kansas City, MO, 15,000 SF Renovation  
Houston, TX, 40,000 SF Relocation  
Washington D.C., 18,000 SF Planning study

**Axiom Law**  
Chicago, IL, 60,000 SF

**Confidential Law Firm**  
Los Angeles, 8,000 SF  
Washington DC, 6,000 SF

**Perkins Coie, LLP**  
Chicago, IL, 118,122 SF

**Confidential Law Firm**  
Chicago, IL, 22,490 SF

**Foley & Lardner**  
Chicago, IL, 65,000 SF



## MALLORY MAYER

**LEED GREEN ASSOCIATE**

Senior Technical Designer  
8 Years of Experience  
7 Years with the Firm

My industry background is in project delivery including design, branding, and time management. I specialize in commercial design in the workplace, law firms, call centers, and tech sectors. I have a Bachelor of Fine Arts in Interior Design from Purdue University.

### WHAT I DO HERE

- > I design presentations, produce construction documents, and provide construction administration.

### HOW I DO IT

- > I keep the team organized and stay on track with project goals.

### RELEVANT INDUSTRY WORK

**Perkins Coie**  
Chicago, IL, 104,200 SF

**Morgan Lewis**  
Chicago, IL 86,639 SF Relocation

**Franzcek Radelet**  
Chicago, IL

**Bingham Greenbaun and Doll**  
Indianapolis, IN

**Axiom Law**  
Chicago, IL, 60,000 SF

**Ice Miller**  
Chicago, IL, 50,000 SF

**Duane Morris**  
San Diego CA  
Boca Raton, FL

**Honigman**  
Portage, MI, 15,000 SF  
Detroit, MI, 140,000 SF Renovation



## TIMOTHY MOORE II

Technical Designer  
16 Years of Experience  
4 Years with the Firm

I am a versatile Technical Designer, specializing in custom lighting and millwork design on highly detailed projects. My experience in Construction Documentation, utilizing Revit and/or AutoCAD, is extensive and spans across multiple project types and scopes.

### WHAT I DO HERE

- > I organize design intent into a set of construction documents and detailed drawings.
- > I coordinate with trade partners and code officials in all aspects.
- > I ensure design intent is implemented by the contractor.

### HOW I DO IT

- > I build trust with my responsiveness and commitment to the project.
- > I'm a supportive collaborator and client advocate.

### RELEVANT INDUSTRY WORK

**Berkley Risk**  
Mnneapolis, MN

**Briggs and Morgan**  
Minneapolis, 94,000 SF

**Schwegman Lundberg Woessner,**  
Minneapolis, MN

**Wilson McShane**  
Bloomington, MN, 40,000 SF

**Magnet360**  
Minneapolis, MN, 30,000 SF

**Crystal Clean**  
Elgin, IL, 40,000 SF

**HelpSystems**  
Eden Prairie, MN,

**Circa Lighting**  
Charleston, SC  
Columbus, OH

\*Experience prior to joining NELSON



## CAMERON PIERCE

Interior Designer  
10 Years of Experience  
<1 Years with the Firm

I focus on the human experience to create spaces where users can be at their best. I have varied experience in hospitality, multifamily and corporate workspace. I graduated with a Masters of Architecture from Wentworth Institute of Technology.

### WHAT I DO HERE

- > I create unique spaces tailored to each client.
- > I bring the design to life using 3D visualization software.
- > I thoughtfully coordinate documents to streamline construction.

### HOW I DO IT

- > Actively Listening to the client to discover design opportunities.
- > Quiet leadership, encouraging others to grow with me.

### RELEVANT INDUSTRY WORK

**Confidential Law Firm**  
Chicago IL, 88,000 SF

**Taft**  
Cleveland OH, 35,000 SF

**Levenfield**  
Chicago IL 30,000

**Bain Capital \***  
Boston, MA, 40,000 SF

**Analysis Group \***  
Boston, MA, 40,000 SF  
NYC, NY, 50,000 SF

**Iron Mountain \***  
Boston, MA, 150,000 SF

**Intralinks \***  
Waltham, MA, 150,000 SF

**Mendix \***  
Boston, MA, 30,000 SF

**Confidential Financial Institution \***  
Boston, MA, 550,00SF





## PHUONG THAI DOGAN

Interior Designer  
4 Years of Experience  
<1 Year with the Firm

I have experience working on multiple types of projects including Residential, Retail, and Workplace in the past few years. Currently, I work on Industrial and Hospitality projects at Nelson, but continue to leverage my experience across industries to inform my design work.

### WHAT I DO HERE

- > I work with design teams throughout all phases including: creating and developing from initial Design to Design Development; researching and compiling data during Design phases; and delivering full design packages to CD sets.
- > I work along with technical designers, architects to prepare and modify architectural drawings for permitting and construction.

### HOW I DO IT

- > Being focused, willing to dedicate myself to projects, and balancing work across the team are how I contribute to my team's goals.
- > I believe each team member has their own strength and weakness, and that one's weakness can be supported by another's strength. Because of this, being supportive to each team member is my key goal to contribute to each project and team.

### RELEVANT INDUSTRY WORK

**SKB (Scanlan Kemper Bard, LLC)**  
Oakland, CA, 107,000 SF

**Confidential Aerospace Innovation Client**  
Multiple Locations, WA, Various SF

**Trilith Hotel**  
Fayetteville, GA

**Transwestern Commercial Services Amenity Center**  
Bellevue, WA, 4,000 SF



## LAUREN THOMPSON

Interior Designer  
.5 Years of Experience  
>1 Years with the Firm

I bring a creative mindset & detail-driven approach to every project I touch. Since graduating from the University of Minnesota with a Bachelor of Science in Interior Design, I have fully immersed myself into the world of workplace design.

### WHAT I DO HERE

- > I create harmony between function & aesthetic in the built environment.
- > I work with a team to ensure client satisfaction & positive interactions throughout the design process

### HOW I DO IT

- > I strive to learn from others.
- > I have the ability to quickly pivot focus from one task to the next in order to work in a time effective & efficient manner.

### RELEVANT INDUSTRY WORK

**Ice Miller**  
Chicago, IL 50,000 SF

**Taft**  
Cleveland OH, 35,000 SF

**Central Mutual Insurance**  
Dublin, OH, 50,000 SF

**Pivotal Home Solutions**  
Naperville, IL, 57,000 SF

**SPINS**  
Chicago, IL, 45,000 SF

# PERCENTAGE OF TIME ALLOCATION

We recognize the importance of this project for Seyfarth's and have assembled a team that will be committed throughout the life of the project. While the proposed team currently has a number of projects in planning and design, the timing of this project falls ideally in our staffing projection. The proposed team will be available to start work on this project immediately upon notification of award.

With 700+ Teammates across the country NELSON has a deep bench and abundant resources in case any additional staffing needs arise for this project. While we do not generally disclose the details of projects in progress due to client confidentiality, our proposed team is operating at a workload of approximately 75 - 80% of their full capacity. We are confident in guaranteeing the proposed team's availability and attention to Seyfarth's project to meet all of the tasks and deadlines to successfully deliver results.

**PROJECT UNDERSTANDING  
& SCOPE OF SERVICES**



## PROJECT UNDERSTANDING

Seyfarth prides itself on innovation, a long history of excellence, and a culture with a sense of purpose and belonging for all. With those values in mind and the firm’s drive for excellence that leads it to seek out better ways to work with its clients and each other, Seyfarth’s Chicago office is in the process of considering its office space and the new “hybrid” office environment in the context of its upcoming right to terminate its lease at Willis Tower, 233 S. Wacker Drive, effective June 30, 2027 with notice due by June 30, 2026.

### ABOUT SEYFARTH SHAW

*“Seyfarth Shaw LLP’s high-caliber legal representation and advanced delivery capabilities allow us to take on our clients’ unique challenges and opportunities, no matter the scale or complexity. With approximately 900 attorneys across 17 offices in the U.S., Europe, and Asia-Pacific. Our drive for excellence leads us to seek out better ways to work with our clients and each other. We have been first-to-market on many legal service delivery innovations, and we continue to break new ground with our clients every day. This long history of excellence and innovation has created a culture with a sense of purpose and belonging for all. In turn, our culture drives our commitment to the growth of our clients, the diversity of our people, and the resilience of our workforce.”*

### SEYFARTH CHICAGO OFFICE TOP BUSINESS OBJECTIVES

The top four business objectives of the office include: (1) growth of the office, (2) increased market visibility for the firm in Chicago, elevating the image of Seyfarth in Chicago, (3) better real estate optimization, and (4) enhancing the office culture.

### EMPLOYEE POPULATION OF THE CHICAGO OFFICE

Although fluctuating at times, Seyfarth’s Chicago office is expected to consist of approximately **200 to 225 attorneys** and a **total employee population** including attorneys of approximately **550 to 600**. That said, not everyone is in the office on any given day. In fact, most employees are not. Even on peak days, 50% attendance is not anticipated, while 30 to 35% is possible. On peak days, conference seating and café/ lunchroom seating could be used by employees for touchdown spaces. The firm will employ a non-dedicated office/workstation program for those who are not regularly in the office. It is expected that not more than 10 to 25% of the population would have dedicated seating. To understand the breakdown of the current Chicago office population by function, please refer to the table below:

Job Function	Employees
Attorneys	193
Non-Lawyer Legal Staff	26
Secretarial/Word Process	52
Support Staff*	313
Total Non-Lawyers and Staff	391
<b>Total Population**</b>	<b>584</b>

\*Support staff includes corporate functions (such as Accounting and Finance, IT, Marketing, HR, etc.) that support offices.

\*\* Total population can fluctuate from 550 to 600 total employees.

While the firm is currently leasing approximately 205,000 RSF, Seyfarth’s Chicago office is considering up to **120,000 RSF** for its next office lease.

### SPACE PROGRAM REQUIREMENTS

During our senior management interview process, we have worked with Seyfarth to develop the preliminary space program requirements for the Chicago office. They are outlined below.

**Rentable Square Feet Per Attorney Ratio:** Overall, a goal of 550 RSF per attorney has been established by the Chicago Office Managing Partners.

**Private Offices and Workstations:** The number of private offices should be maximized, and the appropriate number of workstations should be incorporated into the space once the desired amenity spaces are included in the fit plans. The following parameters and specifications should be included in any fit plan:

**Perimeter Offices:** A universal, single size perimeter office would be utilized. Smaller office sizes (such as 10’ by 12’ or 9’ by 12’) would be acceptable for the perimeter offices.

**Interior Offices:** Even smaller interior offices (such as 10’ by 10’) would be acceptable. Also, the ability to reduce the interior office sizes to 5’ by 5’ during the space planning process or at a later date post occupancy would be beneficial.

**Visitor Offices:** There may be some smaller visitor offices, space permitting.

**Workstations:** Workstations are likely to remain the current size (6’ by 6’).

**Support Ratio:** Ratios of attorneys to secretaries are increasing to 6 or 7 attorneys to one secretary.

**Purposeful Space and Natural Collaboration:** The space should be purposeful and beneficial for the days anyone is in the office. It should foster and create natural meet ups, collaboration, and discussions with colleagues, while providing private workspace where attorneys and staff can accomplish work.

**Attorney Offices:** Attorney offices could be allocated by legal specialty/practice area, so people are able to find their groups and teams easily and reserve space accordingly. Each office would be housed with the necessary desk space, technology, and functionality (i.e. multiple screens, a docking station or a desktop computer, and a phone), so each person “has what they need” when they are in the office.

**Glass Fronts:** Glass fronts would likely be installed in offices, as well as conference rooms; however, the Co-Managing Partners would like to consider a film on the lower portion of the office fronts and may consider glass fronts overall.

**Integration of Staff:** Staff departments should be integrated on attorney floors as much as possible or at least in the same elevator bank to enhance collaboration, interaction, and appreciation of employees.

**Reservation System:** It is anticipated that a reservation system would be used for the non-dedicated office environment for both office and workstations, as well as conference rooms. Electronic signage for the offices and workstations could be employed and phone numbers could be ported via the reservation system.

**Case Rooms:** The firm would require approximately four interior case rooms with 4 to 6 seats each.

**Workrooms:** Workrooms to prepare for trial must be provided on the attorney floors. No more than one workroom per floor would be needed.

**Training Room:** Training now occurs online and virtually. The space may contain a training space with 8-10 workstations with a desktop computer, two monitors, a phone, a keyboard and mouse, and seating facing the same direction, but the training area would be dual purpose.

**Media Room:** A media room must be provided for interviews with the appropriate green screen and technology integrated.

**Library:** Library books would be dispersed throughout the space in lieu of a dedicated library.

**Filing (floor loading):** A high density file room approximately half the size of the current file room is expected.

**IT Closet/Server Room:** An IT closet/server room with distribution points within the and a supplemental HVAC unit would be required.

**Café / Lunchroom:** The Chicago office requires a nice sized lunchroom for people to meet, congregate, work, and socialize. Rather than a small lunchroom on each floor, there should be one café/lunchroom to facilitate employee interaction and visibility for those in the office on a given day. The lunchroom could be proximate to the conference center for both casual meetings with clients and employees. The lunchroom should have good technology and flat screens for watching the news or other programs desired by the employees. Presentations could also be made on the flatscreens. Food and beverage service would be available in the lunchroom. The lunchroom should have the ability to provide high-end coffee (do it yourself or bring in a barista for special occasions), sodas, and cocktails, when appropriate. Lunch would be provided on Tuesdays through Thursdays. Good healthy snack would also be provided. Coffee, water, other drinks, and vending would likely be needed on other floors.

**Conference Center:** A flexible client facing Conference Center for meetings and entertainment would be included. The conference center should have the following features:

- > Reception: A gracious and branded reception in the image of the firm with welcoming seating, a coffee bar, and a gracious reception desk; a coat closet; a video wall.
- > Largest Meeting Size: A 200-person capacity meeting room divisible into approximately three rooms with excellent sound proofing and operational electronically rather than manually (i.e. consider Sky Fold); coat closet for large events; storage room for excess furniture as seating configuration is changed in the large conference room
- > Meeting Rooms: Rooms of various sizes (small, medium, and large)
- > Flexibility: The ability to be able to easily modify the space within the conference center, including the meeting rooms themselves
- > Entertainment Space: For client events, employee and attorney gatherings, and other special events hosted by the firm
- > Servery: A client facing servery well located in the conference center and of a high finish
- > Technology: Best in class, including audio in the ceiling (not on the table), flat screens, cameras (for hybrid meetings)
- > Branding: Firm branding would be incorporated
- > Secure Space: The attorney space should be secure and separate from the public facing space (i.e. conference center space).

**Other Amenities Within the Premises:** Other amenities for the space to help draw people into the office, such as those outlined below, may be of interest and explored.

- > Dedicated Outdoor Space: Outdoor space such as a private patio or deck, if available, accessible via the conference center or café/lunchroom
- > Lounge Spaces and Quiet Reading Room: Comfortable spaces where employees can meet or work\*
- > Breakout Spaces: Informal gathering spaces
- > Dedicated Fitness Room: Consisting of a small fitness room with Peloton bikes, depending on what the selected building offers\*\*
- > Wellness Room: Yoga/prayer room with a place to store mats\*
- > Mother's Room: With comfortable seating, a place to work, a small refrigerator, and a sink\*
- > Private Shower: A shower for people who run or bike to work or use the Fitness Room or Wellness Room\*\*
- > Private Bicycle Storage Room: For people who bike to work
- > Lockers: Day lockers for personal storage when in the office may be incorporated into the non-dedicated areas
- > Other: Other winning amenities that draw people into the space and benefit them while they are there can be identified for consideration

\*Required

\*\*If the selected Building provides a tenant fitness center, a Seyfarth dedicated fitness room and private shower would not be needed.

**Sustainability:** Sustainable materials and processes should be incorporated into the space and building wherever possible.

**Security:** First-class security comparable with other Class A buildings in downtown Chicago is required. The space should be secure in the event of a shooter or intruder. Video security cameras and potential security for visitor entry into the space (i.e. buzzer system) may be integrated, while maintaining a welcoming entrance to the space. Safe rooms or panic rooms and bullet proof glass at reception may be considered.

**Acoustics:** The closed spaces within the premises (i.e. private offices and conference rooms) should have good acoustics to protect privacy and confidentiality. White noise should be integrated into the premises to mask noise, maintain confidentiality, and allow for heads down work as needed throughout the space.

## SCOPE OF WORK

### PRE-LEASE SERVICES

#### A. KICKOFF/VISIONING/PROGRAMMING – APPROX. ONE MONTH

- > Seyfarth's RSF requirement and introductory space programming requirements have been provided. The architect will help Seyfarth work within the established parameters to determine its final programmatic requirements and preferences. At a minimum, this phase should include, but not be limited to, the following:
- > Conduct visioning work sessions to establish Seyfarth's business goals and objectives and discuss space trends and options including new ways of working (i.e. hoteling/non-dedicated seating programs), flexibility/adaptability of space, office culture, collaboration, amenities, special use areas, image/identity, technology, acoustics furniture, ESG considerations, cost budgeting, etc. and document such sessions for review, comment and approval.
  - > NELSON will map a visioning process that will lead to identifying the guiding principles for the project as well as the functional and aspirational goals.
  - > NELSON incorporates plans and imagery of best-in-class design solutions to establish a shared vocabulary that matches Seyfarth's aspirations expressed in their words with choices of images selected by Seyfarth that resonates with them. This gives NELSON an "I see what you mean" basis to further develop a design response that is tied back directly to the visioning process.
  - > The visioning process incorporates a top-down/bottom-up methodology that captures the voice of senior leaders, business unit leaders, representative employees, and other stakeholders. This iterative process is key to establishing the guiding principles of the project as well as subsets of functional and aspirational goals. The guiding principles may incorporate project priorities, workplace strategy, business drivers, and cultural, schedule, or budgetary goals. The guiding principles become the basis upon which decision-making can be measured throughout the life of the project.
  - > The cornerstones of visioning are to educate, inquire, probe, observe, and engage. The process of transforming the goals into interior architecture/design is to envision the future workplace. The stakeholders' response to imagery in the visioning process informs our development of 2D and 3D concepts and palettes. Programming and design are iterative in terms of evaluating alternative design directions against both quantitative and qualitative criteria in numbers, words, images, and aesthetics. Innovative approaches to workplace design are grounded by understanding Seyfarth's unique business drivers and creating a design platform to support it.
- > Evaluate Seyfarth's occupancy data to understand patterns of use on an overall basis, as well as on a departmental, staff function, and individual basis.
- > Understand relationships within and between practice areas, staff departments, staff functions, etc. and adjacency needs.
- > Develop work area standards and identify required functionality for applicable areas within the space.
- > Identify special use area needs and wants, including conferencing, café, amenities, collaboration, and support functions.

## B. SPACE PLANNING (FIT PLANS) – APPROX. ONE MONTH

- > Completion of fit plans will be required. As noted, the RSF of the requirement has already been determined and the space planning will be completed within such parameters to optimize the space based on Seyfarth's needs.
- > NELSON will review plans as it relates to code and ADA.
- > NELSON will contract directly with building landlords for Test Fits fees at \$0.15 initial test fit and \$0.05 per minor revision. Should the building not pay for these services Seyfarth will be responsible for payment.

## C. BASE BUILDING REVIEW AND PRELIMINARY BUDGETING: APPROX. ONE MONTH

- > Review the Base Building Definition of building proposals received and provide commentary. Work with Seyfarth's project manager to develop cost estimates of applicable deficiencies.
- > Assist Seyfarth and team in confirming a preliminary upfront cost budget (hard costs of construction, soft costs, furniture, technology equipment, moving, etc.).
- > Assist Seyfarth in determining if any existing features, fixtures, and tenant improvements of the spaces under consideration could be retained and incorporated into what would be Seyfarth's premises, since sustainability, and therefore the possibility of reusing materials and other existing conditions, would be of great interest to Seyfarth.
- > NELSON will review up to three (3) buildings for the base building definition and provide scope plans and narrative per location.

## D. LEASE/WORKLETTER NEGOTIATIONS – ALIGNED WITH SECTION C

- > Review and provide comments of the construction-related sections of the lease document during lease negotiations.
- > NELSON will review one (1) workletter for the preferred location.

### MEETINGS:

#### Kickoff/Visioning/Programming

- > Kick Off – 90 minutes, on site
- > Program Review and Data Gathering meeting – 60 minutes, on site or virtual
- > Program Interviews/Sessions – (8) 30 minutes, on site
- > Site Visit and Observation – one day aligned with program interviews
- > Visioning Sessions – (2) 2 hours, virtual and onsite
- > Vision Recap and Space Program Presentation – 60 minutes, virtual or on site
- > Weekly meetings led by Central Project Manager (CPM) – (4) 60 minutes, virtual
- > Deliverable Pre-Design Basis of Design

### Test Fits

- > Presentation Initial Space Plans – 90 minutes, on site
- > Space Plan review – 90 minutes, virtual or on site
- > Final Space Plan review – 45 minutes, virtual
- > Weekly meetings led by CPM – 60 minutes, virtual
- > Deliverable Pre-Design Basis of Design, Space Plan and Scope Drawings for Prelim Budget
- >

### Base Building Review and Preliminary Budgeting

- > Budget Review – 90 minutes, virtual
- > Attend weekly meetings led by CPM – 60 minutes, virtual

## PRE-LEASE SERVICES

### A. SCHEMATIC DESIGN AND SPACE PLANNING – APPROX. 2 MONTHS

- > Prepare required block and stacking plans to illustrate basic spatial layout including office functions and adjacencies.
- > Conduct code compliance review and determine other reviews, approvals, and permitting required and incorporate into design documents.
- > Prepare preliminary space plans based on the approved program and blocking plans with sufficient detail regarding size and layout of the different areas in the plans.
- > NELSON will provide up to three (3) minor planning revisions
- > Verify existing conditions in the space. Should a site survey be needed NELSON can provide survey services.
- > Assist in procuring engineering and other consultants as needed and assume responsibility of coordination with such outside parties.
- > Calculate the usable square footage (USF) of the preliminary space plans and confirm the corresponding RSF with the landlord.
- > Develop preliminary schematic design documents to convey design concepts related to architectural details and interior finishes.
- > NELSON will prepare two (2) color and material palettes.
- > Assist in the preparation of a detailed project budget.
- > Develop and present a design concept based on Seyfarth's desired image, budget, schedule, and other requirements as established in the visioning/programming sessions for approval.

#### MEETINGS:

- > Schematic Design I presentation – 2 hours, on site
- > Schematic Design II presentation – 2 hours, on site
- > Weekly meetings led by CPM, (8) 60 minutes, virtual
- > Budget Reviews – (2) 60 minutes, virtual
- > Deliverable Schematic Design deck electronic format
- > Design Presentation meeting minutes

### B. DESIGN DEVELOPMENT - APPROX. 2 MONTHS

- > Develop interior design concepts, based on the approved plans and budget, regarding finish materials, furniture, fixtures, signage, etc. and present proposed concepts to Seyfarth.
- > Prepare Design Development Documents for approval.
- > Develop the details for aspects of the design (including architectural elements, lighting, millwork, wallcoverings and paint, floor coverings and carpet, window coverings, ceiling finishes, furniture, equipment, signage, etc.).
- > NELSON will refine and assign finish location for one (1) color and material palette.
- > NELSON will assist the engineers with an equipment matrix showing required equipment and associated design requirements including electrical, mechanical, structural, etc.
- > Reconfirm existing conditions in space.
- > Assist Seyfarth and team in confirming Seyfarth's detailed project budget. NELSON can assist in Value engineering and alternate material and design requirements to meet approved budget.
- > Participate in project coordination meetings as required.

#### MEETINGS:

- > Design Development Presentation I- 2 hours, on site
- > Design Development Presentation II – 2 hours, on site
- > Weekly meetings led by CPM – (8) 60 minutes, virtual
- > Deliverable Design Development Design deck electronic format
- > Design Presentation meeting minutes

### C. CONTRACT DOCUMENTS/ CONSTRUCTION DOCUMENTS- APPROX. 2 MONTHS

- > Prepare coordinated and complete set of construction documents for review at 50% and 90% completion stages; such documents shall be accurate, sufficient to allow for accurate pricing, and coordinated with base building elements and MEP, structural, IT, and other design and engineering consultant's work.
- > Ensure drawings and specs are inclusive of, but not limited to, the following: construction drawing and specifications (electronic version and bound, printed version), demo plans, partition plans, reflected ceiling plans, finish plans, elevation/enlarged plans for any special areas and significant building elements, electrical and telephone plans, detailed drawings and specs for construction work, compliance requirements for building codes and municipal requirements including life safety and ADA.

- > Provide timely interpretations of the construction documents to the selected mechanical, electrical, fire protection, plumbing and structural engineers and such other consultants and/or design-build contractors involved.

#### MEETINGS:

- > Consultant Coordination led by CPM – 90 minutes, virtual
- > 50% Drawing Set review- 2 hours, virtual
- > 90% Drawing Set review – 2 hours, virtual
- > Weekly meetings led by CPM – (8) 60 minutes, virtual

### D. PERMIT AND PRICING – APPROX. 1 MONTH

- > Provide set of drawings and specs suitable for permitting and the appropriate architect's seal, licensing and bonding that may be required for the stamping of the documents for the project's locality.
- > Attend permit related meetings and amend the drawings and specifications in a prompt and timely manner in accordance with the local authority's review comments to reflect requested changes and clarifications.
- > NELSON can provide self-certification services in order to process the permit as such, if required.

#### MEETINGS

- > Weekly meetings led by CPM – (8) 60 minutes, virtual

### E. CONTRACTOR BIDDING, NEGOTIATIONS, VALUE ENGINEERING - APPROX. 1 MONTH

- > Provide set of drawings and specs suitable for construction contractor and subcontractor bidding.
- > Provide out-of-sequence design documents and specifications for any long-lead materials in order for the contractor(s) to bid, award and order such materials.
- > Prepare for and attend contractor and subcontractor informational and coordination meetings reasonably requested by involved parties.
- > Respond to questions during the bidding process thru the General Contractor
- > Review and assist contractor with value engineering suggestions and concepts as required to achieve the Seyfarth's approved Schematic Design Budget.
- > NELSON can assist with value engineering should there be adjustments to the overall budget.

#### MEETINGS

- > Key sub-contractor meetings – up to 8 hours, virtual
- > Budget Review - two (2) 60-minute, virtual
- > Weekly meetings led by CPM – (4) 60 minutes, virtual

## F. CONSTRUCTION MANAGEMENT, ADMINISTRATION, MONITORING, PUNCHLIST AND PROJECT CLOSE OUT - APPROX. 7 MONTHS

- > Attend weekly construction meetings, at a minimum of one (1) meeting per week, at the job site, or other location as Seyfarth may designate, to provide clarifications and observe the progress of the project.
- > Participate in pre-construction conferences with Seyfarth, other design and engineering consultants and the general contractor to mutually agree upon the administration process and to further review critical areas of interface and the impact of long-lead products.
- > Attend general contractor scope bid review meetings as requested by Seyfarth or its representative(s).
- > Be available to provide interpretation and clarification to contract documents and respond to field construction issues.
- > Review, comment and approve required Requests for Information (RFI's), shop drawings, samples, product information as required to facilitate completion of the project.
- > Coordinate the priority of submittals with the contractor to ensure project schedule is maintained.
- > Determine whether the work and the submittals of any contractor or vendor appears to be in general conformance with the design concept set forth in the construction documents prepared by the architect and other design consultants.
- > Prepare and issue addenda requests for clarifications, pricing, etc., as required.
- > Visit the project at intervals appropriate to the stage of construction and furniture installation to review the current progress of the work for general conformance with the design concepts set forth in the construction documents and incorporated into each contract.
- > Prepare and issue certificate(s) for payment of Seyfarth certifying that, to the best of the architect's knowledge and information, the quality of the suppliers or vendors' work is in accordance with contract documents.
- > Coordinate plans and specifications necessary to define the architectural, power, telephone, data, etc. requirements and connections between consulting engineers and the furniture manufacturer and furniture dealer.
- > Provide coordination, clarification and interpretation of construction documents as required by contractors and vendors including the furniture and equipment vendors.
- > Conduct on-site review and approval of contractors lay-out and locations of construction, furniture and equipment elements including but not limited to partitions, doors, glazing and significant MEP elements.
- > Use best efforts to guard against defects and deficiencies in the work. Act on the behalf of Seyfarth to identify those areas of construction which do not conform to the requirements of the Contract Documents or industry quality standards. Provide verbal and written notice of any material defects in the work and recommendations as to how such defects may or should be corrected.
- > Recommend to Seyfarth and its representative the rejection of work, which does not conform to the contract documents, and shall advise and consult with Seyfarth regarding its potential remedies.
- > Document significant observations made during construction of the project and provide reports to Seyfarth and its representatives, which reports shall contain recommendations as to corrective actions.
- > NELSON will review the General Contractor's "construction punch list", at the time when construction is sufficiently complete, but prior to furniture installation, identifying items that are observed as being incomplete or not done in accordance with the contract documents.
- > Review and acceptance completion of the punch list work and issue for approval a final certificate for payment, stating that in the architect's professional judgment, the work has been completed in accordance with the terms and conditions of the contract documents and applicable governmental requirements.

- > NELSON will assist preparing color-coded, annotated plans and furniture layouts to assist the move team to facilitate the relocation phasing and logistics.
- > Provide the contractor with current updated construction documents in electronic CAD format for use in preparing electronic as built and record drawings.
- > Provide Seyfarth with an updated and complete set of "record contract design documents" (drawings, specifications, and other design documents) upon project completion in an electronic CAD format.
- > NELSON will assist the general contractor in the collection of contractor and vendor "as-built" documents and other closeout documents as required for delivery to Seyfarth and the Landlord.

### MEETINGS:

- > Weekly OAC led by GC – up to (24) meetings on site and virtual
- > Punchlist review with General Contractor and Seyfarth
- > Weekly OAC led by GC Close out - (4) 45 minutes, virtual

## G. FURNITURE BIDDING, NEGOTIATIONS, COORDINATION - APPROX. 2 MONTH, ALIGNED WITH DESIGN DEVELOPMENT

- > NELSON will prepare an RFP for up to three (3) Furniture Dealers and Manufacturers
- > Prepare layout drawings and specs for furniture for use in bidding by furniture dealers.
- > Provide outline specifications and other relevant information for products and finishes associated with tenant furniture to allow for competitive bidding of the furniture package.
- > Assist in evaluating manufacturer proposals.
- > Participate in presentations by bidders and visits to show rooms.
- > Prepare furniture distribution plans.
- > NELSON will assist in reviewing Furniture Dealer's application of existing furniture, if required.
- > Provide coordination services with furniture dealers and/or manufacturers to collect dimensional and critical information necessary for completion of the construction documents and proper coordination with the over project requirements.
- > NELSON will assist the furniture dealer and general contractor to coordinate plans and specifications necessary to define the architectural, power, telephone, data, etc. requirements and connections between consulting engineers and the furniture manufacturer and furniture dealer.
- > Review furniture and equipment shop drawings and samples for design intent and for compliance with information in construction documents and take appropriate action.
- > NELSON will review the Furniture Dealer "furniture punchlist" and promptly identify items that are observed as being incomplete or not done in accordance with the furniture specification documents and continue to update the punch list until complete.

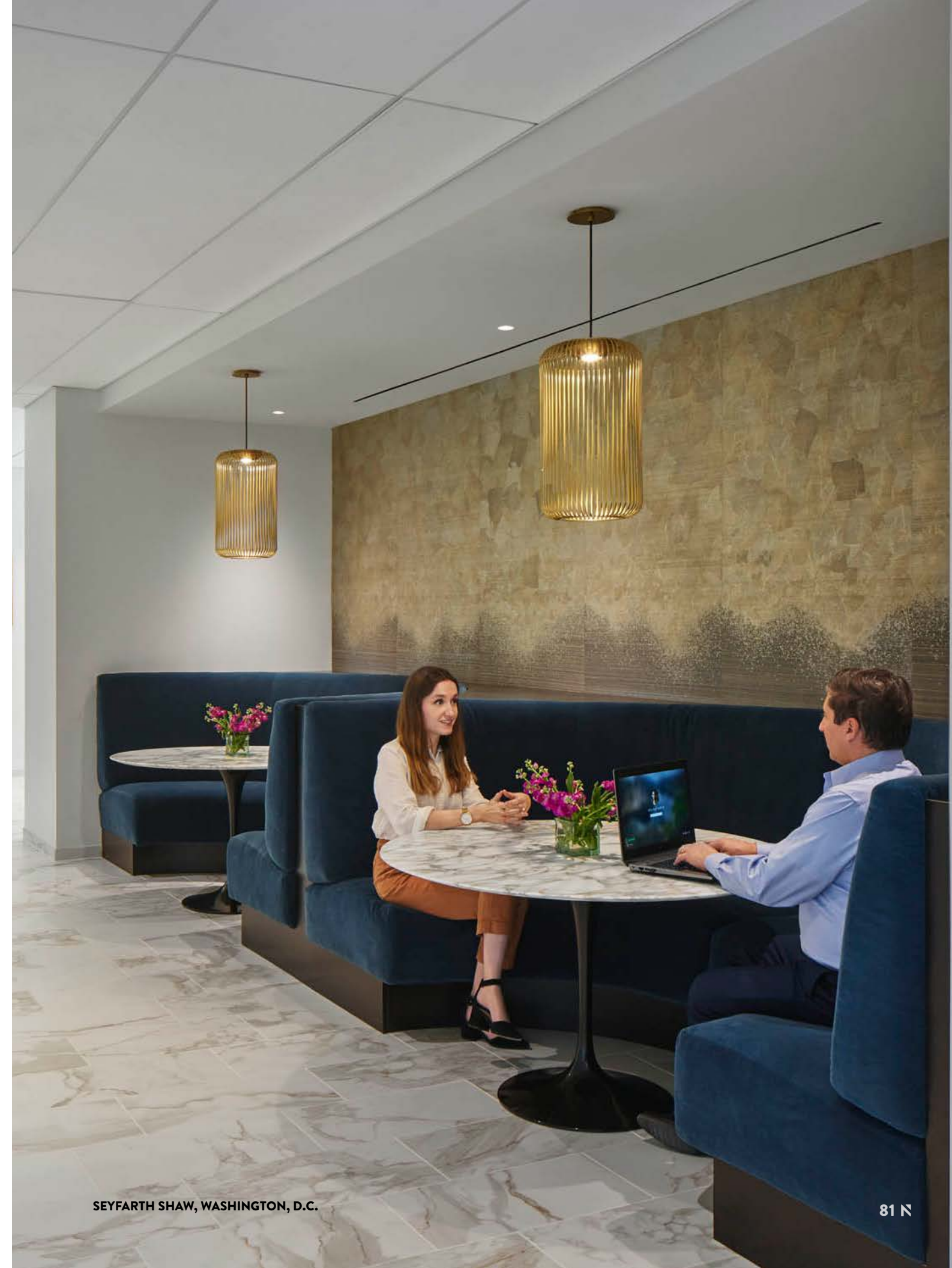
### MEETINGS:

- > Furniture Tours Review 1 - 6 hours
- > Furniture Tours Review 2 – 6 hours
- > Furniture Analysis review – 60 minutes, virtual
- > Furniture Dealer and Vendor work sessions with NELSON – (3) 90 minutes



## QUALIFICATIONS TO THE SCOPE OF SERVICES

01. Assumes electronic cad files and base building as-built documents will be provided for planning purposes as well as access to building mechanical, electrical and structural engineering drawings. NELSON requires CAD generated backgrounds to do all design work associated with this project.
02. Assumes hold period at the start of Lease Negotiations and Space Planning/Schematic Design, should Seyfarth request to continue weekly meetings, hourly rates will apply.
03. Upon discussion with Seyfarth NELSON will work to determine need or requirement for signage and/or environmental graphics (EGD) within new design. This would occur within the Schematic Design phase. NELSON would confirm locations for EGD and signage and discuss intent of each area and provide correlative fee to Seyfarth for consideration.
04. Equipment specifications for owner provided equipment to be provided to NELSON for the purposes of design and coordination.
05. We have included four twelve (12) full color, three-dimensional Enscape quality renderings. Additional Renderings or computer-generated models can be provided as an additional service. Renderings can range from \$2,800—\$3,500 per rendering.
06. Assumes the client will assign a company to help facilitate communications and decision making.
07. Assumes decision maker(s) are present during key decision-making meetings.
08. Assumes project will not be pursuing LEED or WELL certification.



# CLARIFICATIONS

All phases herein include review and approval time by Seyfarth

01. If a delay does occur at any phase of the project and it exceeds thirty (30) calendar days, NELSON will require compensation for remobilization of the project design team.
02. NELSON excludes any risk that may not be insurable to NELSON, including but not limited to services related to: the investigation, identification, removal, etc. of any hazardous materials; mold, microbial growth, construction site maintenance, health, safety, hazardous conditions, and means & methods of construction; direction and control of Seyfarth contractor(s); and any uninsurable risk related to the failure of the contractor to perform the work in accordance with the contract documents and within the agreed upon schedule.
03. The Scope of Work and fees have been determined assuming a project size of 120,000 RSF. The fees for all phases of work are quoted on a cost per rentable square foot basis.
04. Preparation of documents for extensive alternates, separate multi-phased or sequential bidding or long-lead packages is not included. Two sets of documents will be provided as required for bidding, permitting authorities' review, and construction.
05. Reception area(s), elevator lobby(s) signage and exit egress signage as required by local jurisdiction is included in Basic Services. However, general office signage, branding and environmental graphics are not included in Basic Services.
06. NELSON's Basic Services will provide a single documents package at each design phase of the project for review and cost estimating.
07. Preparation and design documentation of monumental or internal stairs are not included in basic services.
08. NELSON will work closely with Seyfarth and its designated representative during the design process to ensure that design intent is conveyed at each phase for the purposes of project budget development. This process will allow the team to make collective decisions at each phase within a context of the approved project budget. Should any portion of the final project budget result in a higher value than was communicated by the PM / CM, Seyfarth may either adjust the budget to accommodate the previously approved design decisions or approve NELSON to proceed with value engineering services to revise the design and documents to reduce the increased costs. These value engineering services will be provided on an agreed-to lump-sum fee basis.
09. In no event does NELSON or its consultants have any obligation or responsibility for verifying the correctness and completeness of documents prepared by another entity not employed by NELSON.

# REIMBURSABLES

## REIMBURSABLE EXPENSES

All reimbursable expenses will be supported with complete documentation including paid receipts, invoices, purchase orders, contracts, or other written agreements.

- > Expense of reproductions, copy, delivery, postage, and handling of drawings, specifications, and other documents.
- > Expenses of messenger/courier services.
- > Expense of renderings, models, and mock-ups requested by Seyfarth
- > Expense of any additional insurance coverage or limits requested by Seyfarth in excess of that required by the agreement.
- > Expense of fees paid for securing approval of authorities having jurisdiction over the project.
- > Expenses of permit expediter for expediting services.
- > Expenses of transportation including mass transit, taxi, rental car, private auto mileage, and parking.
- > Expenses of long distance telephone calls.
- > Travel expenses when approved by Seyfarth in advance.
- > Reimbursable expenses are an estimated amount and will be billed as incurred.

## NON-REIMBURSABLE EXPENSES

Non-reimbursable expenses and expenses that shall be absorbed by NELSON and its consultants as applicable:

- > Entertainment expenses.
- > Expenses of commuting time incurred in connection with the project.
- > Word processing expenses.
- > Secretarial time and expenses.
- > Expenses of local telephone calls.
- > Expenses of meals.
- > Expenses of insurance required by the agreement.
- > Expenses of utilizing equipment such as printers and plotters and/or plotting fees.
- > Expenses of utilizing computers or peripheral equipment.

# PROJECT PROCESS AND ESTIMATED TIMELINE



Project Hold for 6-18 months after phase 2

**VALUE-ADDED SERVICES**



# KEYS TO A SUCCESSFUL CHANGE TRANSFORMATION

With innovation and evolution comes change. And with change comes a learning curve for your employees. At NELSON, we believe integrating a successful **change management** program is the key to a smooth and steady transition. We understand one size does not fit all when it comes to change management strategies and our team works with you to customize solutions that meet your business and brand goals.



## NAVIGATING CHANGE

- Communicating the change
- Change management road map that outlines the message, execution plan, and communication tools



## TAKE ACTION

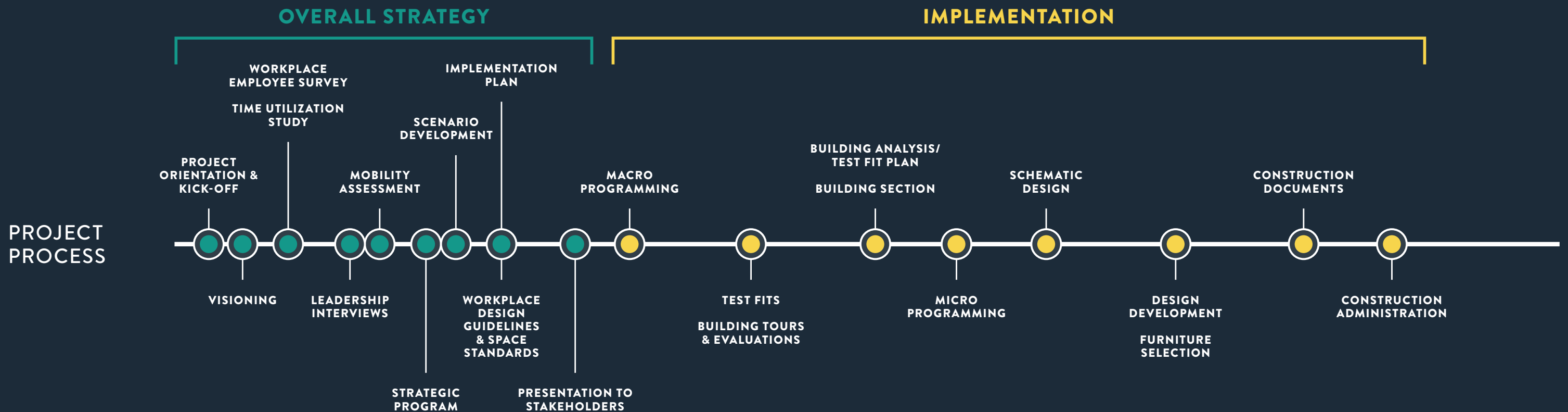
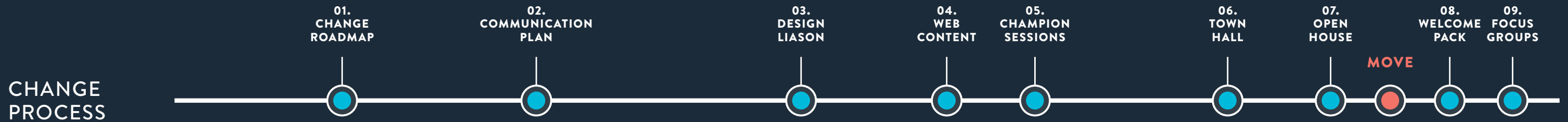
- Educate and engage leadership to communicate progress and status
- Identify change champions to advocate for a new way of working



## PREPARE & INFORM

- Project milestones, participation plan, and training
- Digital playbooks/guidelines
- Townhall and hype meetings
- Online interactive platforms

# CHANGE MANAGEMENT PROCESS



# SCALABLE APPROACH

## TIER 1

Smaller cultural and workplace renovation projects

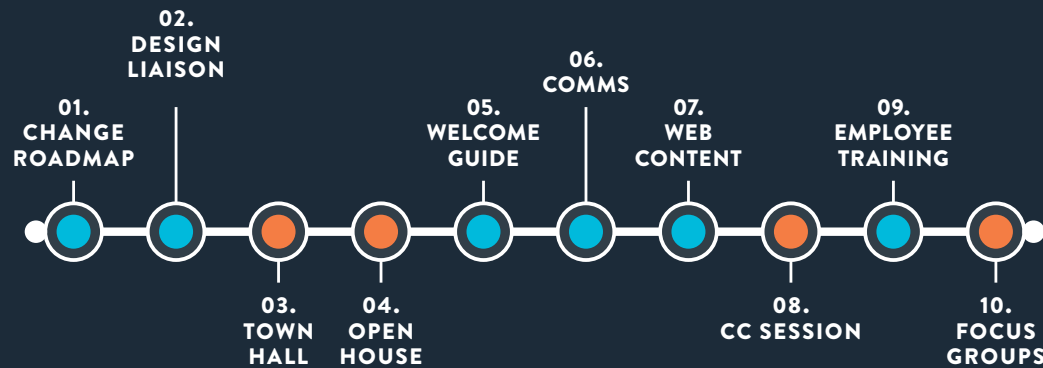


### OUTCOMES

- > Roadmap for communications
- > Pre and post occupancy data
- > Establishing a change champion team

## TIER 2

Cultural change / physical change of environment

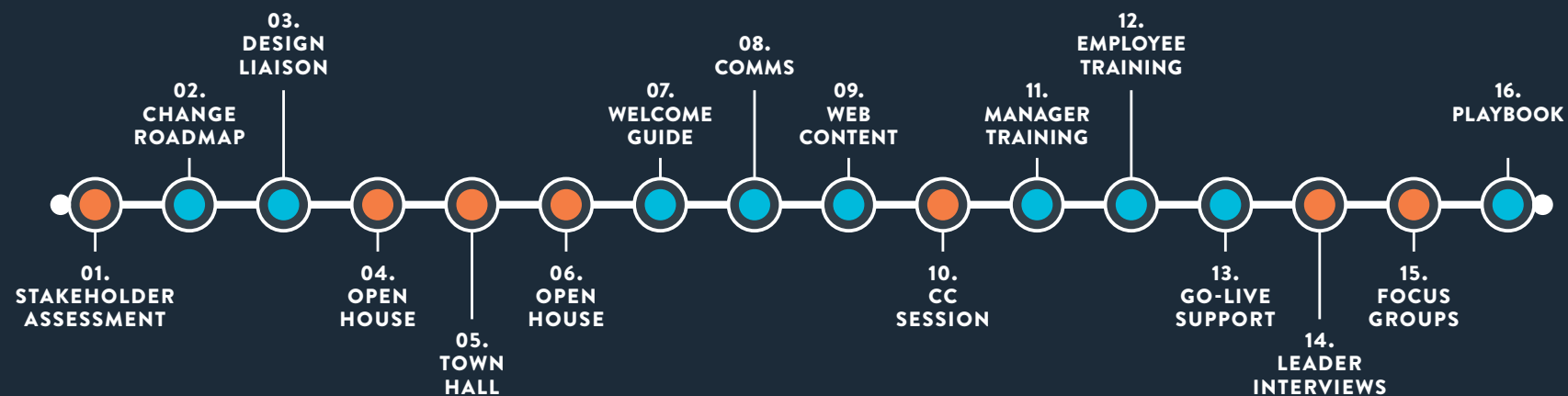


### OUTCOMES

- > Roadmap for communications
- > Pre and post occupancy data
- > Establishing a change champion team
- > Client interaction
- > Training for technology

## TIER 3

Large scale cultural, geographical / environmental changes

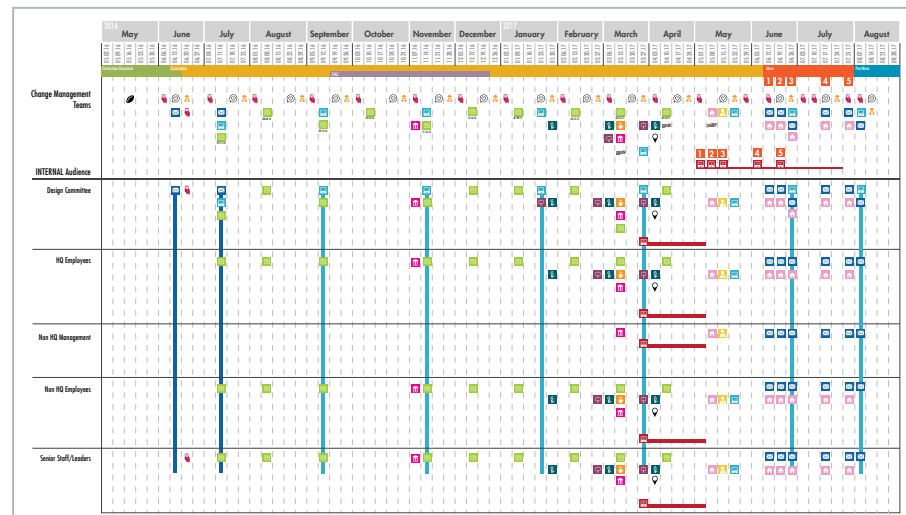


### OUTCOMES

- > Stakeholder evaluation
- > Roadmap for communications
- > Pre and post occupancy data
- > Establishing a change champion team
- > Client interaction
- > Training for technology
- > On-site support
- > Playbook guide to roll out change engagement

# CHANGE MANAGEMENT TOOLKIT

## CHANGE MANAGEMENT TIMELINE



## SCOPE OF CHANGE TO BE MANAGED

**SHAREPOINT**

**TARGET AUDIENCE**  
Move Leads and Ambassadors.

**APPLICATION**  
SharePoint can be used to share files with differing user groups. One primary application is the sharing of the 'From/To' List between the Space and Occupancy Team and the Move Leads.

**PURPOSE**  
To provide a secure, centralized organizing, sharing and access SharePoint can be accessed for

**MOVE PREP MEETING**

**TARGET AUDIENCE**  
End Users; Move Leads are invited.

**PURPOSE AND KEY MESSAGES**  
The purpose of the Move Prep Meeting is to prepare End Users for the logistics of moving. This meeting signifies the "soft-handoff" from Space and Occupancy Planning to the MAC Coordinator/MAC team.

**TOPICAL AGENDA**  
Purpose of the meeting  
Project updates  
Review of process timeline & communication plan  
MAC team forum  
Move logistics informational update  
Pre-move "rules of the road"  
Move instructions  
Packing safety instruction and demo  
Security / FM team forum (new) building specific safety and security information  
Floor plan orientation  
Questions and answer forum

**RECOMMENDED PREP TIPS!**  
1. Although "client" is considered a "paper adverse" organization, consider printing copies of the floor plan for site and users to take with them on their tour. Highlight key areas of interest on the plan.

**RECOMMENDED TIMING**

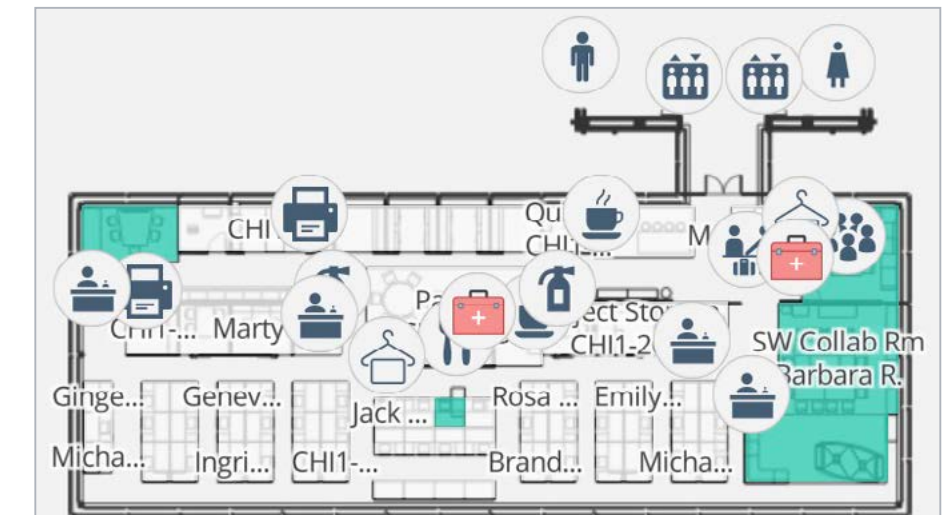
**DACI**

**D** Space and Occupancy Planning  
• Meeting Logistics  
• Meeting Invite  
• Meeting minutes template  
• Project update  
• Process Timeline & Communication plan  
• Phase IV- Planning Checklist refer to Space Management (Payroll)

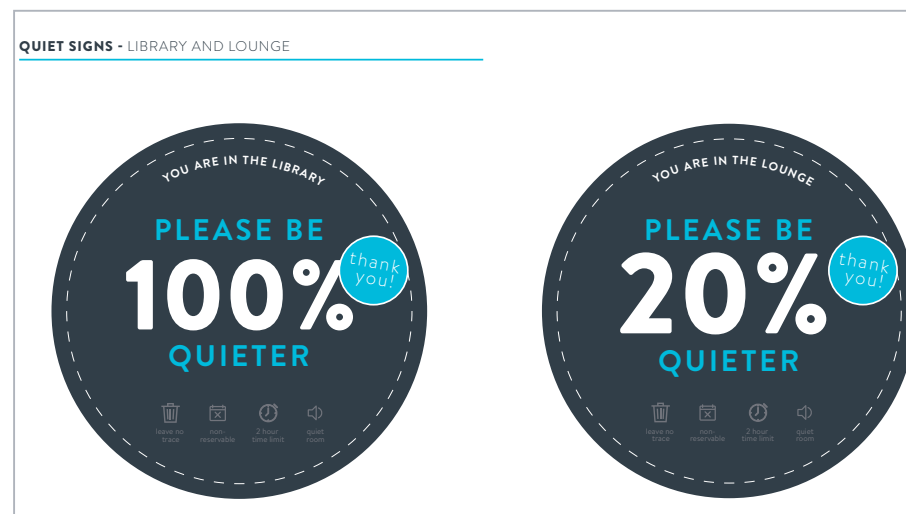
**A** Move Leads  
• Completion of the Move list post meeting.

**C** FM/Security/ SOM  
• Conducts tour  
• FAQ  
• Move instructions

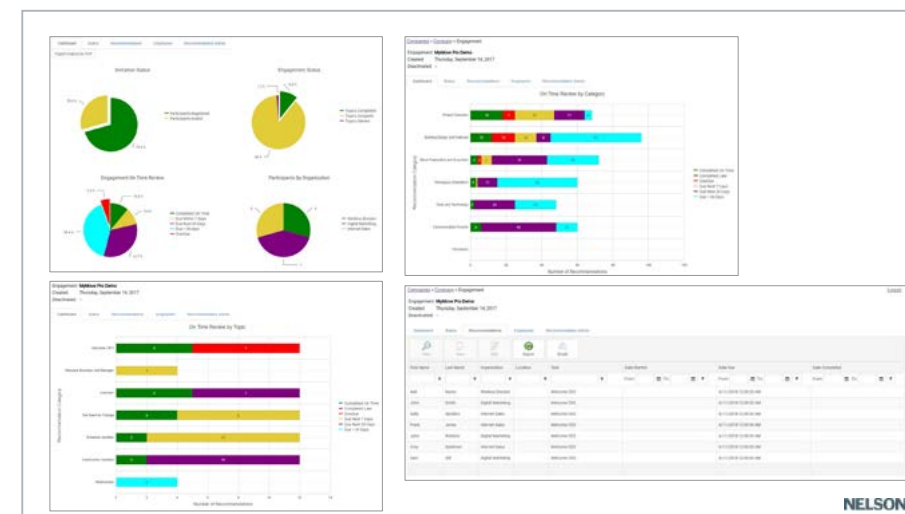
## iOFFICE HUMMINGBIRD COMMUNICATIONS



## CHANGE GRAPHICS



## ONLINE PLATFORM: CONTENT MANAGEMENT



## WELCOME PACKAGE

**WELCOME!**

Welcome to you us into a new w

- Provide a flo
- Provide a "n
- Integrate co
- Integrate su
- Provide a sa employees.

WELCOME TO  
**Michigan Plaza**



# IN-HOUSE LIGHTING DESIGN

Light is an important part of our everyday life. It can affect a person's mood, alter their behavior, and even change the perception of space. As specialists in the industry, we pride ourselves on delivering innovative solutions that speak to our values and clients' goals. For over 20 years, Windward Lighting Studio (our in-house lighting studio) has provided a variety of lighting design services to help clients achieve their ideal lighted environments.



## WE DEVELOP CLIENTS, NOT PROJECTS

We value the relationships that we have, and have based our growth on repeat work rather than chasing individual projects.



## EVERY PROJECT IS UNIQUE

We do not bring a “style” or “standard” to projects, rather we view them as distinct, allowing us to provide highly customized designs.



## ACCENTUATE THE EMOTION

All architecture is art, and the placement, color, textures, and intensity of the lighting design should enhance those emotions.

# COMMITMENT TO SUSTAINABLE DESIGN

At NELSON, we believe in the human right to have access to healthy environments, and in the urgency of creating sustainable design solutions for future generations. To us, **sustainable design is not about talk, it's about action, measurable results, and human-centered innovation.**

That's why NELSON has committed to the American Institute of Architects' 2030 Challenge. In keeping with the goal of this challenge, **we are prepared to ensure all new buildings, developments, and major renovations that NELSON designs are carbon neutral by 2030**, with a steady reduction in the use of fossil fuels in our built projects over the next decade. As cities across the U.S. and around the world pledge to reduce carbon emissions and focus on public health imperatives to promote active, healthy lifestyles for all people, NELSON is dedicated to partnering with our clients as they strive to meet these critical objectives.

Cost effectively integrating sustainable strategies into any design solution, regardless of scope or scale, is standard operating procedure at NELSON. Using energy-efficient systems to reduce carbon emissions, harnessing renewable energy where possible, and using low-emitting materials and finishes for good indoor air quality are just a few best practices we aim to incorporate into any project, all in support of our clients' brands, programs and goals. But we don't stop there. Our approach to environmental stewardship is holistic, and we hold ourselves to strict standards.

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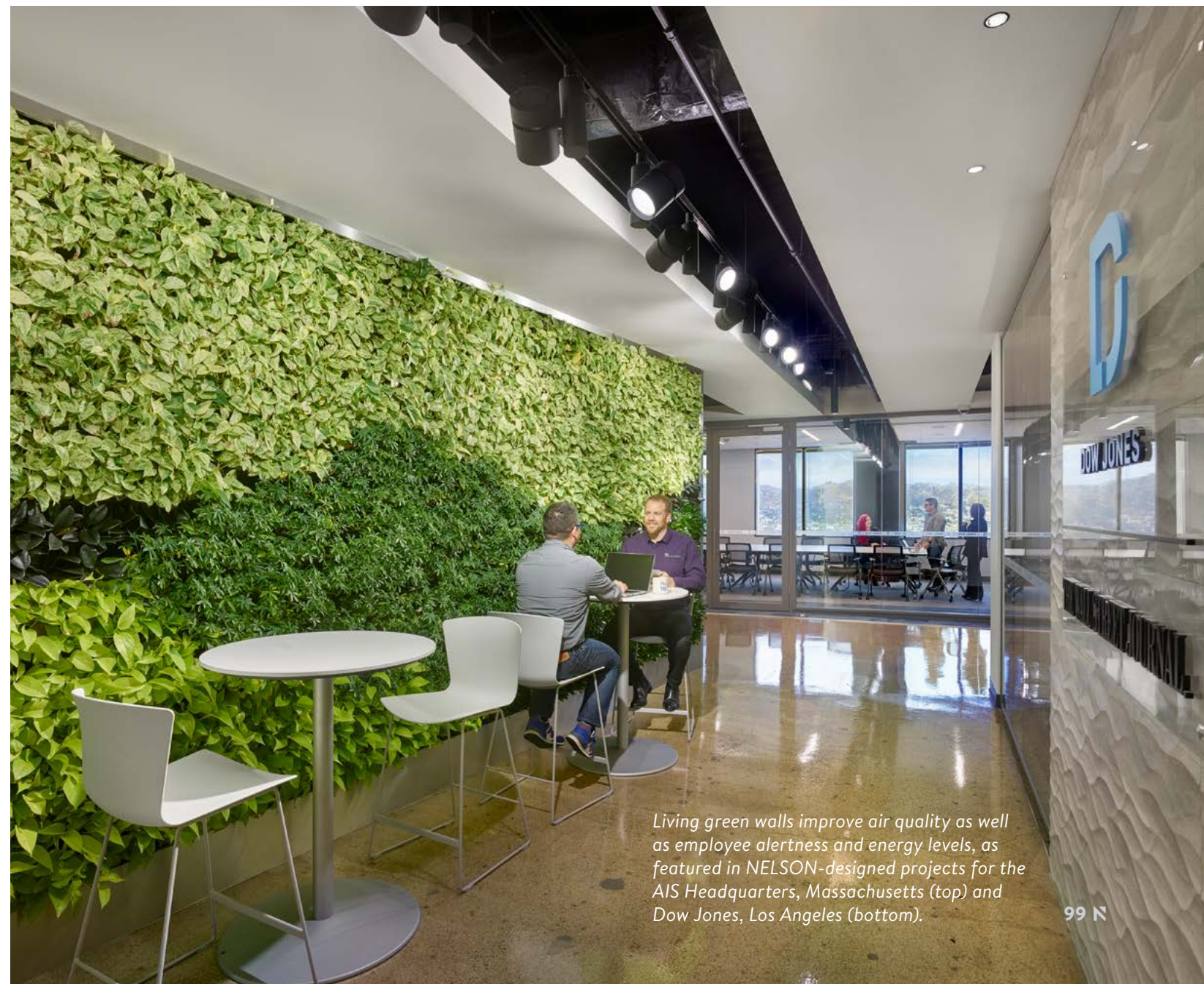
*We are committed to serving as our clients' trusted leaders and experts in sustainable design, taking bold action to envision and deliver solutions that do no harm to human health or the earth.*

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## OUR STANDARDS

- > Work with sustainability-focused vendors and consultants
- > Utilize existing infrastructure and enhance resiliency of our built environment to complement the resilient nature of our communities.
- > Prioritize internal and external education and advocacy about sustainable design, from a robust in-house learning & development program that benefits our employees, to community outreach
- > “Walk the talk” by designing our own facilities to high sustainable design standards
- > Maintain green operations across all offices, including stringent waste management protocols



*Living green walls improve air quality as well as employee alertness and energy levels, as featured in NELSON-designed projects for the AIS Headquarters, Massachusetts (top) and Dow Jones, Los Angeles (bottom).*

# SUSTAINABILITY SERVICES

- > Sustainability Design Guidelines
- > Stakeholder Charrettes
- > Green Building and Wellness Design/Strategic Plan Development
- > Green Building and Wellness Design/Strategic Implementation
- > Green Building and Wellness Operating Policies
- > Carbon Footprint Evaluation
- > Embodied carbon strategic planning
- > Supply Chain Evaluation
- > Resilient Design Strategy
- > Catastrophe Response Planning
- > Occupant Immersion/Engagement
- > Architectural Massing
- > Energy Modeling
- > Technical Specification Writing
- > Site Selection Sustainable Due Diligence
- > Education & Advocacy
- > Sustainability Reporting Processes
- > Sustainability Reporting Development
- > Sustainability Reporting Maintenance

## LEED EXPERTISE

Architecture has a unique ability—and responsibility—to promote environmental stewardship. At NELSON, we are answering the call to minimize buildings' impact on the environment by utilizing LEED (Leadership for Energy and Environmental Design) principles and standards on all projects we design.

NELSON's approach to design incorporates LEED best practices into every phase of the project regardless of sustainable design goals for the space. This approach carefully considers all aspects of any potential environmental impact at the onset of each project. Our holistic programming methodology guides us in the development of solutions that are effective, efficient and economically feasible.

NELSON's environmental policy does not end with LEED but utilizes the program as a baseline and starting point. Our design approach also takes into consideration the economic impacts, life-cycle impacts, health and welfare of your occupants, and social and cultural impacts of each project.



NELSON's approach to design explores the **incorporation of LEED** best practices into every phase of the project regardless of sustainable design goals for the space.

# ENVIRONMENTAL GRAPHIC DESIGN

Within our Environmental Graphic Design (EGD) and Brand Communication service offerings, we create innovative solutions that visually communicate your brand position and messaging to a variety of audiences, across a variety of mediums. A brand's strategic position and visual identity drives its recognition and differentiation in the marketplace, and in the minds of its consumers.

As a key component to any successful environment, EGD brings the brand's positioning, visual expression, and personality to life. EGD's careful infusion of the brand within a space, elevates the user's experience, creates a sense of place, and promotes brand engagement. It also drives brand awareness, loyalty, and more meaningful connections to the brand's mission, values and goals.

Beyond the environment, tailored Brand Communications target key moments of engagement where various audiences see, process, and internalize your brand story. Clarity of message, content hierarchy, and integration of visual design principles come together so your message is truly heard.

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*We believe the best solutions come from the integration of our Graphics offering within any environment or Client relationship. With this service model, Graphic Design elements are co-created in partnership with our Brand Strategy & Insights, Interior Design, and Architectural teams, making each project highly customized to the Client's specific values and needs. From initial "big picture" alignment through to the tactical and detailed final implementation, our design process thrives on the close collaboration with Client and stakeholder teams. This ensures the Clients' vision is captured seamlessly and successfully within the final design solution.*

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# FLEXIBLE “RIGHT-SIZED” EGD OFFERINGS

We believe every client, space, and opportunity is unique— so we work to offer solutions that best fit these individualized needs. Whether this is creating small isolated visual impacts, building out a design system for multiple locations, creating brand features and plans for user events, or full brand invention or reinvention, we seek out ways to engage customers and surprise and delight the end users.



# ART & ACCESSORY COORDINATION

Finish your space with pieces that tell the story of your brand. Art, artifacts, and accessories work hand-in-hand with furniture, lighting, and finishes to create an environment that tells your unique story. Careful selection of these personalized touches can make a memorable impression that fosters comfort and solidifies your business culture and identity.



# SITE SURVEY

As part of NELSON's capabilities, we can offer the following services related to field survey of existing conditions.

## Verification of Existing Conditions

Site Review and Verification – Included in Scope of Work

- > NELSON will perform an analysis of the building codes applicable to the project site.
- > NELSON will research the codes enforced within the jurisdiction of the project, the Building Department and Landlord approval processes, and additional information required for the preparation of the construction documents.
- > NELSON will confirm for the final location for accuracy by verify existing conditions information
- > NELSON will complete a field visit for the final location

### Deliverable:

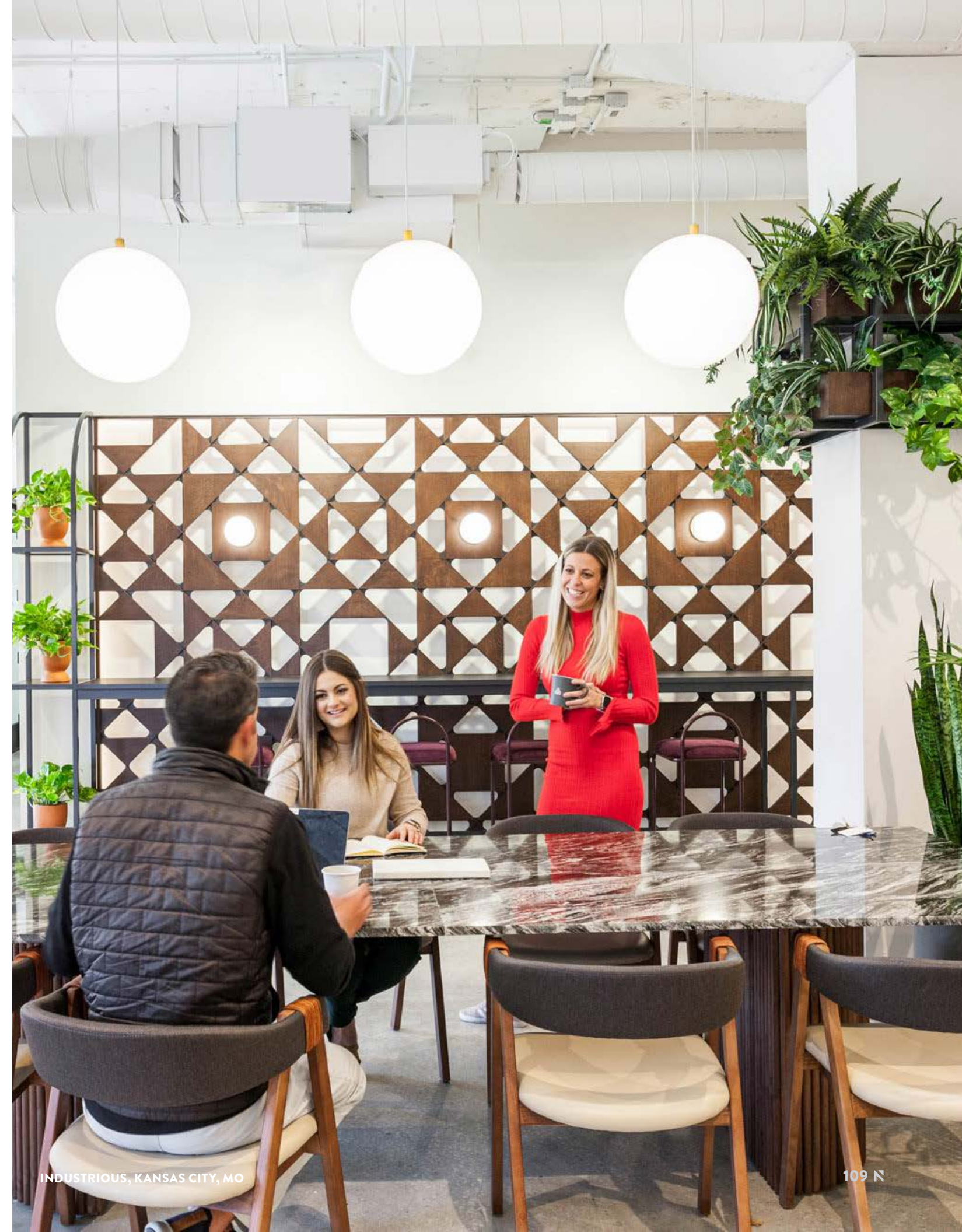
- > Information will be captured in a summary report.

## Site Survey – Additional Services

- > Information about existing conditions in the space will be gathered Investigation would be limited to visible and accessible spaces only. No selective demolition would be provided for evaluation of a project space.
- > NELSON to edit or redraw existing conditions plans as a new DWG file

### Deliverables:

- > Photos of the space, including a key plan
- > Field survey report
- > DWG File



**INSURANCE, FEE,  
TERMS & CONDITIONS**





# INSURANCE COVERAGE



## CERTIFICATE OF LIABILITY INSURANCE

6/1/2023 DATE (MM/DD/YYYY)  
5/25/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000 kctsu@lockton.com		<b>CONTACT NAME:</b> <b>PHONE (A/C, No. Ext):</b> _____ <b>FAX (A/C, No):</b> _____ <b>E-MAIL ADDRESS:</b> _____															
<b>INSURED</b> 1442961 NELCO ARCHITECTURE, INC. NELSON WORLDWIDE, LLC 1201 MARQUETTE AVE. S., SUITE 200 MINNEAPOLIS MN 55403		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: The First Liberty Insurance Corporation</td> <td>33588</td> </tr> <tr> <td>INSURER B: LM Insurance Corporation</td> <td>33600</td> </tr> <tr> <td>INSURER C: Travelers Property Casualty Co of America</td> <td>25674</td> </tr> <tr> <td>INSURER D: Lloyds of London</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: The First Liberty Insurance Corporation	33588	INSURER B: LM Insurance Corporation	33600	INSURER C: Travelers Property Casualty Co of America	25674	INSURER D: Lloyds of London		INSURER E:		INSURER F:	
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**COVERAGES MAIN\* CERTIFICATE NUMBER: 15873168 REVISION NUMBER: XXXXXXXX**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	N	N	TB5Z91470566	6/1/2022	6/1/2023	EACH OCCURRENCE \$ \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ \$1,000,000 MED EXP (Any one person) \$ \$15,000 PERSONAL & ADV INJURY \$ \$1,000,000 GENERAL AGGREGATE \$ \$2,000,000 PRODUCTS - COMPIOP AGG \$ \$2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/> OTHER:	N	N	AS6Z91470566	6/1/2022	6/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ \$1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	N	N	CUP-0S774673	6/1/2022	6/1/2023	EACH OCCURRENCE \$ \$5,000,000 AGGREGATE \$ \$5,000,000 \$ XXXXXXXX
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N	N/A	WC5Z91470566	6/1/2022	6/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$ \$1,000,000 E.L. DISEASE - POLICY LIMIT \$ \$1,000,000
D	<input type="checkbox"/> PROFESSIONAL LIABILITY	N	N	LDUSA2204802	6/1/2022	6/1/2023	\$2,000,000 PER CLAIM/ \$2,000,000 AGGREGATE

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 RE: FOR INFORMATIONAL PURPOSES ONLY

### CERTIFICATE HOLDER

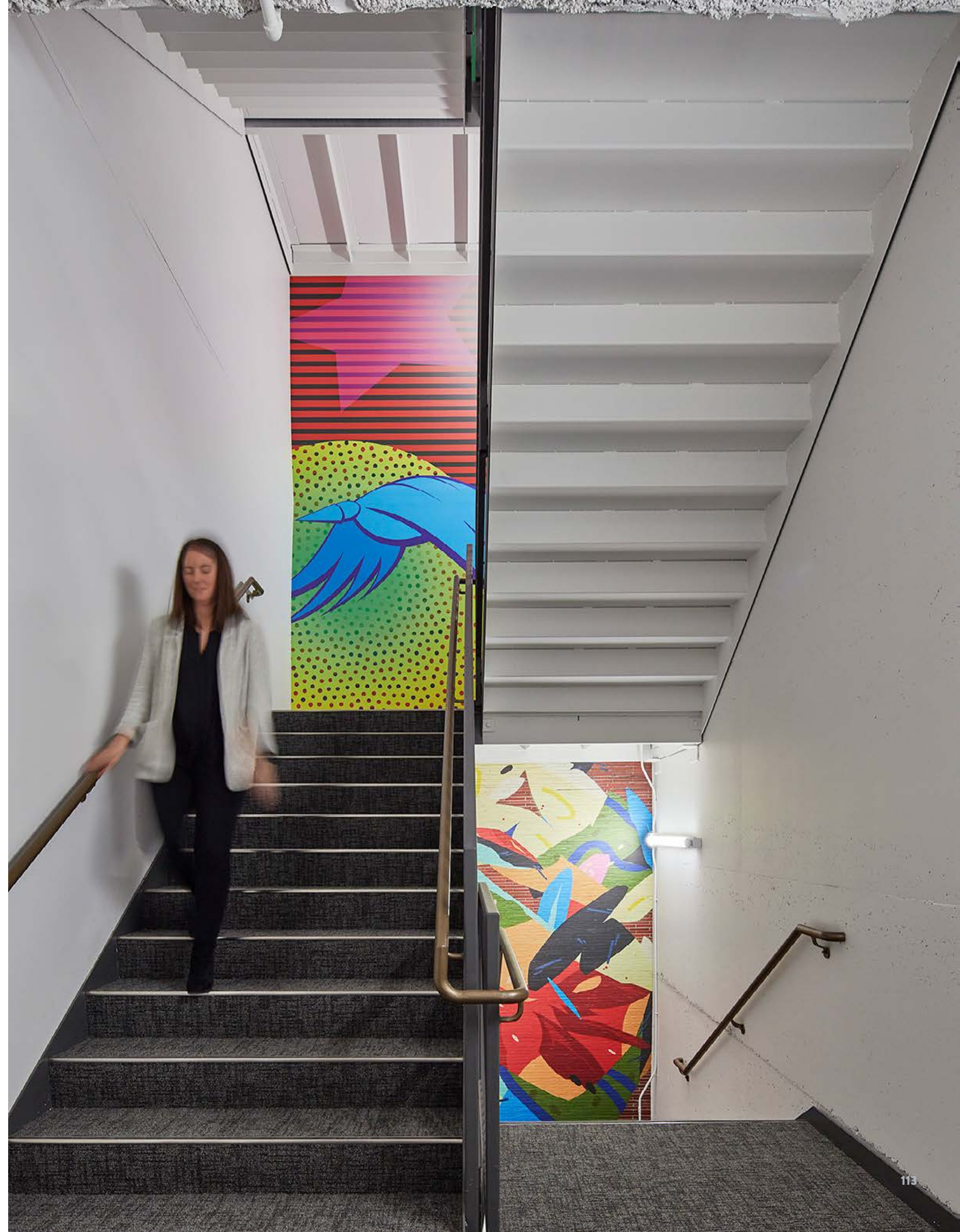
**15873168**  
 EVIDENCE OF COVERAGE

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# PROJECT FEE

## Exhibit A Fee Proposal

ROLE	HOURLY RATE*
National Practice Leader	\$275
Regional Practice Leader	\$250
Regional Design Leader	\$225
Technical Leader	\$215
Senior Project Manager	\$190
Design Leader	\$225
Project Manager	\$160
Senior Architect	\$185
Interior Designer	\$100-175
Technical Designer	\$130-175

\*Hourly rates are reviewed on a yearly basis.

	Scope of Service	Proposed Fee Per RSF	Estimated Hours Required
	<b>Pre-Lease</b>		
1	Visioning/Programming	\$27,000.00	146
2	Space Planning Coordination (Fit Plans)*	\$6,500.00	32
3	Base Building Review and Preliminary Budgeting	\$20,000.00	110
4	Lease/Workletter Negotiations	\$2,500.00	12
	<b>Pre-Lease Subtotal</b>	<b>\$56,000.00</b>	<b>300</b>
	<b>Post-Lease ****</b>		
1	Schematic Design, Space Planning, Budget	\$115,000.00	670
2	Design Development	\$100,000.00	590
3	Contract Documents/Construction Documents**	\$117,000.00	880
4	Permit and Pricing	\$9,000.00	50
5	Contractor Bidding, Negotiations, Value Engineering ***	\$11,500.00	60
6	Construction Management, Administration, Monitoring, Punch List and Project Close Out	\$112,000.00	660
7	Furniture Bidding, Negotiations, Coordination, and Review of Existing Conditions	\$58,000.00	360
	<b>Post-Lease Subtotal</b>	<b>\$522,500.00</b>	<b>3270</b>
	<b>Pre-Lease and Post-Lease ****</b>		
	<b>Grand Total</b>	<b>\$578,500.00</b>	<b>3570</b>
	<b>Additional Services ****</b>		
	Lighting Consultant	\$55,000.00	Estimated
	Change Management	\$10,500.00	Tier One
	Artwork Coordination	\$8,000.00	Estimated
	Accessory Selection & Coordination	\$20,000.00	Estimated
	Signage Coordination	\$8,000.00	Estimated
	Signage Design	\$25,000.00	Estimated
	Environmental Graphic Design EGD (Branding)	\$65,000.00	Estimated
	EGD/Branding Coordination	\$8,000.00	Estimated
	Specification Book/Manual		TBD
	Stair Design and Documentation	\$60,000.00	Estimated

\*Confirm that fit plan services shall be paid for by the prospective landlords and that it shall be your firm's responsibility to secure fit plan fees from those landlords:  Yes  No

Should landlord not contract or pay for fit plans @ 120,000SF, payment will be the responsibility of the client and & any additional planning revisions during the Pre-Lease Phase.

\*\* Includes Construction Document Sheet Specifications

\*\*\*NELSON can assist with value engineering of the construction or furniture budget. Should the budget be increased or decreased by the client additional services may apply.

\*\*\*\*Subject to 5% increase per calendar year.

1. **AGREEMENT.** The Agreement between Architect and Client consists solely of these Terms and Conditions and the Letter of Agreement to which they are attached (“Agreement”). In the event that Architect and Client have not executed the Agreement, Client’s authorization to Architect to proceed with the performance of the services set forth in the Letter of Agreement shall constitute acceptance by the Client of these Terms and Conditions.
2. **SCOPE OF SERVICES.** Architect agrees to provide only those professional services specifically set forth in the Letter of Agreement to which these Terms and Conditions are attached. Additional services may be performed if requested, subject to an agreed upon revision in the scope of services and authorized fee.
3. **INVOICES, PAYMENTS.** Architect will submit invoices to Client monthly and a final invoice upon completion of services. Payment is due thirty (30) days from invoice date. Any objection to the content of any invoice shall be deemed waived if not made in writing within ten (10) days of receipt of the invoice. No deductions shall be made from any payments due Architect. Amounts outstanding over 30 days shall be assessed a service charge of one and one-half (1-1/2) percent per month.

Where required by applicable law, sales, use consumer and similar taxes will be invoiced to Client in addition to Architect’s compensation for professional services. Client will be responsible for the payment of such taxes to Architect, and Architect will report and remit such taxes to the appropriate governmental authorities.

Timely payment to Architect in accordance with these Terms and Conditions is a material term of this Agreement. Client’s failure to make payments in accordance with this Agreement shall constitute substantial nonperformance and a cause for suspension of services, or termination of the Agreement, by Architect.

This Agreement anticipates that Architect’s services will proceed continuously in accordance with the Project schedule. If the Project is suspended or delayed for reasons beyond Architect’s control, Architect shall be compensated for expenses incurred due to the interruption and resumption of its services, and the Parties shall mutually agree upon an equitable adjustment of Architect’s fees and the duration for the remaining services.

4. **REIMBURSABLE EXPENSES.** Reimbursable Expenses are in addition to compensation for services and include expenses incurred by Architect and its employees and consultants directly related to the Project.
5. **CLIENT’S RESPONSIBILITIES.** Client shall do the following in a timely manner so as not to delay the services of Architect and shall bear all costs incidental thereto:
  - .1 Designate in writing a person to act as Client’s representative with respect to the services to be provided by Architect under this Agreement. Such person will have complete authority to transmit instructions, receive information, interpret and define Client’s policies and decisions with respect to Architect’s services for the Project.
  - .2 Provide full information as to Client’s requirements for the Project, including design objectives and constraints, space, capacity and performance requirements, flexibility and expendability, and any budgetary limitations; and furnish copies of all design and construction standards which Client will require to be included in the drawings and specifications.
  - .3 Furnish geotechnical, structural, mechanical, chemical, air, and water pollution and hazardous materials tests, and other laboratory and environmental tests, inspections, and reports required by law or by authorities having jurisdiction over the Project, or reasonably requested by Architect. Architect shall be entitled to rely upon the accuracy and completeness of the services, information, surveys, and reports provided by Client, Contractor, or any of their subcontractors or consultants. Architect’s coordination of its services with Client’s consultants shall be limited to that necessary for consistency of Architect’s documents

.4 Advise Architect of the identity and scope of services of any consultants employed by Client to perform or furnish services on the Project, including, but not limited to, construction management, cost estimating, Project peer review, value engineering and constructability review.

6. **ARCHITECT’S RESPONSIBILITIES.** Architect’s services shall be performed as expeditiously as is consistent with the orderly progress of the work and in accordance with the Standard of Care as defined below. Architect shall not have control over, or charge of, and shall not be responsible for, construction means, methods, schedules, or delays, or for safety precautions and programs in connection with the Work.
7. **STANDARD OF CARE.** Architect’s services shall be performed with that degree of usual and customary professional skill and care exercised by members of its profession practicing in the same or similar locality under similar circumstances (“Standard of Care”). The Standard of Care shall exclusively be judged as of the time the services are rendered. Architect makes no express or implied warranty beyond its commitment to conform to this standard.

8. **DOCUMENTS.** The drawing(s), specifications, REVIT files, CAD files and other documents and electronic files (“Documents”) prepared in connection with this Agreement are instruments of service prepared specifically for use on this Project. They are not intended or represented to be suitable for reuse by Client or others on any other project or for any other purpose.

Client agrees that all Documents, whether or not furnished to Client or its agents, are instruments of Architect’s service and Architect shall retain all rights of ownership. Architect grants Client a nonexclusive license to use the Documents in connection with the Project and to retain copies, including reproducible copies, in connection with Client’s use of the completed Project. The Documents shall not be used by Client on other projects, for additions to this Project and, provided Architect is not adjudged to be in default under this Agreement, for completion of this Project by others, except by agreement in writing with the appropriate compensation to Architect. To the extent that Architect has not received compensation in accordance with the Terms and Conditions of this Agreement any and all rights of Client in connection with the use of the Documents are terminated and all Documents are to be immediately returned to Architect.

Client agrees to indemnify and hold Architect harmless from and against any and all claims, liabilities, suits, demands, losses, damages, costs and expenses (including reasonable attorneys’ fees and costs of defense), together with interest thereon, accruing or resulting to any persons, firms, or other legal entities, on account of any damages or losses to property or persons, including death or economic loss, arising out of the Client’s unauthorized use, re-use, transfer or modification of the Documents.

9. **THIRD PARTY BENEFICIARIES.** Nothing contained in this Agreement shall create a contractual relationship with a cause of action in favor of a third party against either Client or Architect.



# REFERENCES

---

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**NELSONWORLDWIDE.COM**

