



**DDA OFFICERS**

Mayor Lori M. Stone

Richard Fox, City Controller, Treasurer

**DDA MEMBERS**

Joseph Vicari, Vice Chair

Gregory Jackson

Hank Riberas

Michael Wiegand

Oscar Zamora

Tom Petzold

Gina Cavaliere

**A REGULAR IN PERSON MEETING  
OF THE  
DOWNTOWN DEVELOPMENT AUTHORITY  
Wednesday, April 1, 2026, 3:00 p.m.**

**AGENDA**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
  - Motion to excuse absent members
- 3. ADOPTION OF AGENDA**
  - Motion to adopt agenda
- 4. AUDIENCE PARTICIPATION**
- 5. APPROVAL OF MINUTES (pg. 1)**
  - Motion to approve the March 9, 2026 DDA meeting minutes
- 6. OLD BUSINESS (pg. 9)**
  - A. Receive and File: Arsenal Alliance Consulting Agreement (Kristina Lodovisi/Tom Bommarito [pg. 9])
    - Motion to receive and file
- 7. NEW BUSINESS (pg. 44)**
  - A. Enclosure Consulting and Structural Engineering Services – PSI (Jason Spiller [pg. 44])
    - Motion to approve funding for enclosure consulting and structural engineering services by PSI in the amount of \$23,500.00

B. Request for Funding: City Building ADA Improvements Priority 2 – Hubble, Roth & Clark (Tina Grapshes [pg. 59])

- Motion to approve funding for Priority 2 ADA improvements to Warren Community Center and Warren Police Headquarters in the amount of \$65,455.00

C. Request for Funding: Repairs to Existing Car #3 Elevator in the Parking Garage – TK Elevator (Jeff Reeves [pg. 65])

- Motion to approve funding repairs to existing car #3 elevator in the parking garage in the total amount of \$94,230.80, and to authorize a 50% down payment in the amount of \$47,115.40 to TK Elevator to initiate the order

D. Request for Funding: P.D. Handicap Door Operator Repair – Great Lakes Security Hardware (Zachery Lemond [pg. 78])

- Motion to approve funding for purchase and install of Handicap Door Operator by Great Lakes Security Hardware in the amount of \$3,460.00

E. Adoption of the Fiscal 2026 DDA Budget (Richard Fox/Mark Knapp [pg. 81])

- Motion to adopt Fiscal 2026 DDA Budget

**8. APPROVAL OF THE LIST OF BILLS (pg. 85)**

- Motion to Approve the April 1, 2026 List of Bills

**9. GOOD OF THE ORDER**

**10. Next DDA Regular Meeting is scheduled for Wednesday, May 6, 2026, at 3:00 PM.**

**11. ADJOURNMENT**

- Motion to Adjourn

**DDA, TIFA, CED, CDBG and Brownfield**

CITY OF WARREN  
DOWNTOWN DEVELOPMENT AUTHORITY  
MINUTES OF THE BOARD

Meeting held on March 9, 2026

A regular meeting of the City of Warren Downtown Development Authority was called for 3:00 pm on Monday, March 9, 2026.

**Present:**

Mayor Lori M. Stone  
Oscar Zamora  
Gina Cavaliere  
Joseph Vicari  
Tom Petzold (participated remotely via phone)

**Absent:**

Michael Wiegand  
Hank Riberas  
Gregory Jackson

**1. Call to Order**

Mayor Lori Stone called the meeting to order at 3:08 pm.

**2. Roll Call**

**MOTION:**

A motion was made by Mr. Zamora, supported by Mr. Vicari, to excuse the absent members.

No opposition, the motion passed

**3. Adoption of Agenda**

**MOTION:**

A motion was made by Mr. Vicari, supported by Mr. Zamora, to adopt the agenda.

No opposition, the motion passed

**4. Audience Participation**

**5. Approval of Minutes (February 4, 2026) (pg. 1)**

During the review of the February 4, 2026 DDA meeting minutes, Ms. Cavaliere noted that her vote under Item 8: List of Bills was incorrectly recorded and should reflect a “no” vote rather than a “yes.” The correction was acknowledged.

**MOTION:**

A motion was made by Mr. Vicari, supported by Mr. Zamora, to approve the February 4, 2026 DDA meeting minutes as corrected.

No opposition, the motion passed

**6. Old Business (None)**

**7. New Business (pg. 7)**

**A. Request for Funding: Landscape Care Services – Russell Landscape Inc (Steve Campbell [pg. 7])**

Steve Campbell, Public Services, presented a request for funding for landscape care services to be performed by Russell Landscape Inc. in the amount of \$156,435.00 over two (2) years (2026–2027). Services include mulch maintenance, weed control, pruning, and fall cleanup for selected locations within the Downtown Development Authority district.

Mr. Campbell explained that the project was sent out for bid and six bids were received, with Russell Landscape Inc. submitting the lowest bid. He further stated that he verified the company’s references and confirmed they have the equipment and personnel necessary to perform the work.

**MOTION:**

A motion was made by Mr. Vicari, supported by Mr. Zamora, to approve funding for Landscape Care Services for the City of Warren Downtown Development Authority by Russell Landscape Inc., in the total amount of \$156,435.00 over two (2) years (2026-2027).

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Vicari	Yes
Mr. Zamora	Yes
Ms. Cavaliere	Yes
Mr. Petzold	Yes
Mayor Stone	Yes

No opposition, the motion passed

**B. Request for Funding: IDA Membership (Tom Bommarito [pg. 35])**

Mr. Bommarito presented a request for funding for the annual membership with the International Downtown Association (IDA) in the amount of \$1,934.00. It was noted that the membership provides access to training opportunities, educational resources, and collaboration with downtown organizations from across the country and internationally.

Ms. Gina Cavaliere shared that she has been involved with the organization for several years and finds it to be a valuable resource. She also recommended that a representative from the Warren Downtown Development Authority attend the IDA Annual Conference in Toronto later this year.

**MOTION:**

A motion was made by Ms. Cavaliere, supported by Mr. Vicari, to approve funding for the annual membership with the International Downtown Association (IDA) in the amount of \$1,934.00, and authorize payment.

**ROLL CALL:**

The motion carried unanimously as follows:

Ms. Cavaliere	Yes
Mr. Vicari	Yes
Mr. Petzold	Yes
Mr. Zamora	Yes
Mayor Stone	Yes

No opposition, the motion passed

**C. Request for Funding: Office Chairs for Warren City Council Conference Room A – ISGC (Craig Treppa [pg. 41])**

Jason Spiller, Director of Parks and Recreation, presented a request for funding to purchase nine (9) executive chairs for City Council Conference Room A at the Warren Community Center.

Mr. Spiller explained that City Council previously allocated \$100,000 for improvements to the conference room. Approximately \$70,000 has already been spent, leaving about \$30,000 remaining. The requested chairs would cost \$8,117.00, with a 50% deposit of \$4,058.50 required to place the order.

**MOTION:**

A motion was made by Mr. Zamora, supported by Mr. Vicari, to approve funding for the purchase of nine (9) executive chairs for City Council Conference Room A by ISCG, in the amount of \$8,117.00, and authorize a 50% down payment of \$4,058.50 to initiate the order.

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Zamora	Yes
Mr. Vicari	Yes
Mr. Petzold	Yes
Ms. Cavaliere	Yes
Mayor Stone	Yes

No opposition, the motion passed

**D. Request for Funding: Comcast Fiber Connection from Communications to City Hall – Presidio Networked Solutions (Steve Campbell [pg. 48])**

Mr. Campbell presented a request for funding for a Comcast fiber connection from Communications to City Hall to allow the two facilities to be connected to the City’s broadcast and communications system.

The request is for \$19,716.30 to be paid to Presidio Networked Solutions, which includes network services and equipment required to establish the fiber connection.

The connection will allow meetings held in City Hall to be transmitted to the Community Center studio for live broadcasting.

**MOTION:**

A motion was made by Mr. Zamora, supported by Mr. Vicari, to approve funding for the Comcast fiber connection for Communications to City Hall by Presidio Networked Solutions in the total amount of \$19,716.30

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Zamora	Yes
Mr. Vicari	Yes
Mr. Petzold	Yes
Ms. Cavaliere	Yes
Mayor Stone	Yes

No opposition, the motion passed

**E. Request for Funding Visual Structural Assessment – PSI/Intertek (Tina Gapshes [pg. 60])**

Tina Gapshes presented a request for funding for a limited visual structural assessment of the City Hall parking garage.

The parking structure is approximately 20 years old, and the assessment will evaluate concrete conditions, supporting structures, and potential defects. The consultant will also prepare a five-year plan for future maintenance and repairs.

**MOTION:**

A motion was made by Mr. Zamora, supported by Ms. Cavaliere, to approve funding for a limited visual structural assessment of the City Hall Parking Garage by Professional Services Industries/Intertek in the amount of \$14,200.00

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Zamora	Yes
Ms. Cavaliere	Yes
Mr. Petzold	Yes
Mr. Vicari	Yes
Mayor Stone	Yes

No opposition, the motion passed

**F. Request for Funding: Annual Membership – Macomb County Chamber of Commerce (Tom Bommarito [pg. 68])**

Mr. Bommarito presented a request for funding for the annual membership with the Macomb County Chamber of Commerce in the amount of \$1,285.00.

**MOTION:**

A motion was made by Mr. Vicari, supported by Ms. Cavaliere, to approve funding for annual membership dues to the Macomb County Chamber of Commerce in the amount of \$1,285.00

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Vicari	Yes
Ms. Cavaliere	Yes
Mr. Petzold	Yes
Mr. Zamora	Yes
Mayor Stone	Yes

No opposition, the motion passed

- G.** Request for Funding: WCC Rooms 502/503 Carpet Replacement– Villa Carpets (Tom Bommarito [pg. 70])

Mr. Spiller explained that Rooms 502 and 503 at the Warren Community Center were previously separated by a temporary wall, which was recently removed to create a larger meeting space capable of accommodating larger groups. Funding is requested for carpet replacement to complete the room renovation.

**MOTION:**

A motion was made by Mr. Zamora, supported by Ms. Cavaliere, to approve funding for carpet replacement in Conference Rooms 502 and 503 at the Warren Community Center by Villa Carpets Floor Covering Center in the amount of \$4,999.00

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Zamora	Yes
Ms. Cavaliere	Yes
Mr. Petzold	Yes
Mr. Vicari	Yes
Mayor Stone	Yes

No opposition, the motion passed

- H.** Request for Funding: Warren Community Center Auditorium ADA Improvements – Decima (Clarissa Cayton [pg. 73])

Clarissa Cayton, Communications Director, presented a request for funding for ADA improvements to the Warren Community Center Auditorium.

The project was issued for bid under ITB-W-1761, and bids were publicly opened through the BidNet system. Six contractors submitted bids, with one contractor not considered due to incomplete documentation. The lowest bidder was Decima, LLC, with a bid in the amount of \$735,826.29.

The proposed improvements include modifications to the floor and stage stairs, new seating, lighting upgrades, new finishes, and other improvements intended to improve accessibility and bring the facility into better compliance with the Americans with Disabilities Act (ADA).

**MOTION:**

A motion was made by Mr. Zamora, supported by Mr. Vicari, to approve funding for Warren Community Center Auditorium ADA Improvements by Decima, LLC in the amount of \$735,826.29

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Zamora	Yes
Mr. Vicari	Yes
Mr. Petzold	Yes
Ms. Cavaliere	Yes
Mayor Stone	Yes

No opposition, the motion passed

**8. Approval of the List of Bills (pg. 77)**

The Board reviewed the March 9, 2026 List of Bills. It was noted that the IDA membership payment of \$1,934.00 and the deposit for the executive chairs would be added to the list when processed.

**MOTION:**

A motion was made by Mr. Vicari, supported by Mr. Zamora, to approve the March 9, 2026 List of Bills

**ROLL CALL:**

The motion carried unanimously as follows:

Mr. Vicari	Yes
Mr. Zamora	Yes
Ms. Cavaliere	Yes
Mr. Petzold	Yes
Mayor Stone	Yes

No opposition, the motion passed

**9. Good of the Order**

**A. Warren Consolidated Schools Job Fair:** Warren Consolidated Schools will host a College and Career Fair on Tuesday, March 10 from 6:00 p.m. to 8:00 p.m. at the Butcher Educational Center. Students and residents interested in exploring educational and career opportunities are encouraged to attend.

**B. Stephens Road Greenway Survey:** Information was shared regarding the Stevens Road Greenway planning initiative. The project is part of a regional effort to gather public input on shared infrastructure improvements throughout Macomb County.

Residents are encouraged to complete the survey and provide feedback on potential improvements..

- C. Community Check-In – Civic Center South:** The next Community Check-In will take place on March 26 at the Burnette Branch Library. The monthly check-ins provide residents with an opportunity to discuss community concerns and share feedback.
- D. Warren Restaurant Week:** Warren Restaurant Week will take place April 10 through April 19. Residents and visitors are encouraged to support local restaurants participating in the event.
- E. Macomb Community College Virtual Job Fair:** Macomb Community College will be hosting a virtual job fair as part of their spring employment outreach efforts. Residents seeking employment opportunities are encouraged to participate and explore available positions.
- F. Asian American and Pacific Islander Month Celebration:** Residents were encouraged to save the date for the City’s AAPI Month Celebration, scheduled for May 2, from 1:00 p.m. to 4:00 p.m.

**10. Next DDA Regular Meeting is scheduled for Wednesday, April 1, 2026, at 3:00 PM, in the City Hall 1st Floor Conference Room.**

**11. Adjournment**

**MOTION:**

A motion was made by Ms. Cavaliere to adjourn.

The March 9, 2026 DDA meeting adjourned at 3:44 pm.

X

Thomas Bommarito  
DDA Director

X

Lori M. Stone  
Mayor

## **CONSULTING AGREEMENT**

This Consulting Agreement (this "Agreement"), including all Addenda referred to herein, is made effective as of \_\_\_\_\_, (the "Effective Date") by and between the City of Warren, City of Sterling Heights, City of Sterling Heights Local Development Financing Authority, collectively identified herein as the "Municipal Parties" and AECOM Great Lakes, Inc. (hereinafter "Consultant") which has a principal place of business at 4219 Woodward Avenue, Suite 200 Detroit, MI 48201.

### **RECITALS**

- A. The Municipal Parties jointly issued a Request for Proposals (RFP-SH25-006) (the "RFP") seeking proposals from a qualified individual or organization with extensive experience in defense industry economic development to support the Arsenal Alliance Defense Economic Development Initiative ("Arsenal Alliance");
- B. The selected Consultant is to provide, among other things, strategic planning, industry research, representation for local and national stakeholder engagement, assistance in identifying and applying for grant opportunities, and policy advocacy to strengthen the defense industry cluster within the two cities, and further the purpose of the Arsenal Alliance: driving economic growth, enhancing workforce development, assist stakeholders in securing defense contracts, and fostering innovation within the defense sector.
- C. Pursuant to the RFP, AECOM, after having sufficient time to review the RFP, its terms, and conditions, submitted a proposal dated September 16, 2025, (the "Proposal") to the Municipal Parties offering to provide services and certain deliverables, as detailed in the Proposal attached as Exhibit A to this Agreement.
- D. The Municipal Parties are desirous of entering into an agreement with AECOM to perform the services in accordance with the terms of the AECOM Proposal (the terms of which are incorporated as part of this Agreement, as though fully restated herein), and this Agreement.

NOW, THEREFORE, in consideration of the foregoing, which are deemed essential to and part of the Agreement, and the terms, conditions and covenants hereinafter set forth, Municipal Parties and Consultant agree as follows:

### **ARTICLE I - STATEMENT OF WORK**

During the term of this Agreement, Consultant shall timely perform the specific responsibilities and provide the deliverables set forth within the Proposal, consistent with all terms and conditions stated within the Proposal, and as otherwise stated herein between Consultant and Municipal Parties (the "Work"). The Parties agree that the scope of Work may be modified by mutual agreement of the Parties based upon, among other things, market conditions, identification of strategic initiatives, and funding. The standard of care for all professional advisory, consulting, engineering, and related Work performed or furnished by Consultant under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under the same or similar circumstances.

Within 30 days of execution of this Agreement by the Parties, Consultant will present a schedule corresponding to the project deliverables identified within the RFP to the Municipal Parties, which shall become part of the Agreement. The Parties agree that the schedule of

deliverables may be modified upon mutual agreement of the Parties. Consultant further agrees to provide quarterly reports to the City of Sterling Heights and City of Warren on the progress of deliverables, activities, and accomplishments achieved during the preceding quarter.

## **ARTICLE II - TERM AND TERMINATION**

The term of this Agreement shall commence on the Effective Date and terminate on the date (3) years thereafter (the "Initial Term"). This Agreement may be renewed upon mutual agreement for up to three (3) subsequent one (1) year terms ("Additional Term") upon written notice of the intent to renew by one party to the other in writing no less than thirty (30) days prior to the end of the Initial Term or any Additional Term, provided such notice from Municipal Parties must be provided by the Party's representative in Article VIII below and not by any individual entity. The renewals are subject to the availability of appropriated funds and the approval of the governing body of each entity.

In addition, Municipal Parties shall have the right to terminate this Agreement or the Work to be performed hereunder in whole or in part for unsatisfactory performance by Consultant at the Municipal Parties' sole discretion, or for breach of Consultant's obligations under this Agreement at any time, effective immediately.

Upon termination of the Agreement, Consultant shall terminate the Work as quickly as possible upon being notified of the termination and Municipal Parties shall have no liability to Consultant based on any such termination except to pay all amounts due Consultant up to the time of termination in accordance with the compensation provisions of Article III. No expenditure or obligation shall be incurred by Consultant upon receipt of the notice of termination. Consultant shall promptly deliver to Municipal Parties all work product(s), whether or not completed, which is in Consultant's possession on the termination date containing information related to the Work, including a final report to be prepared by Consultant describing results or progress of the Work to the date of termination.

Consultant shall have the right to terminate this Agreement prior to the completion of a given term only if Municipal Parties fail to cure any deficiency in making any payment due Consultant which is not in good faith dispute between the parties, within seven (7) days after receiving written notice of such deficiency.

Municipal Parties and Consultant shall retain all rights and remedies available at law or equity, to the extent they are not inconsistent with this Agreement, in the event of any termination or cancellation of this Agreement.

## **ARTICLE III - FEES/PAYMENT/TAXES**

**FEES:** Consultant will be paid in accordance with the schedule attached as Exhibit B. Fees paid to Consultant for Work under this Agreement constitute the entire payment to Consultant for the Work.

**PAYMENT:** Consultant shall submit monthly invoices to the Municipal Parties' Liaison appointed by the City of Sterling Heights no later than the 5<sup>th</sup> day of the month. Sterling Heights shall pay Consultant within thirty (30) days of receipt of Consultant's invoice. Each invoice shall include a report detailing the services and expenditures on behalf of Municipal Parties.

**TAXES:** Amounts payable by Municipal Parties for Consultant's performance of the Work do not include related federal, state, local or any other taxes. Consultant will be responsible for Consultant's own payment of appropriate taxes. Subject to federal, state and local laws, Municipal

Parties shall each issue a separate 1099 form at the end of the year for the amounts paid to the Consultant for the Work performed under this Agreement.

#### **ARTICLE IV – INSURANCE**

Consultant, and all of its subcontractors, shall not commence work under this Agreement until the required insurance within this Agreement has been obtained and shall keep such insurance in force during the entire life of this Agreement, and in accordance with the requirements of the RFP.

**Additional Insured:** Following the official award of bid by City Councils and Boards of the Municipal Parties, the Commercial General Liability Insurance in scope and limits as described within the RFP shall include an Additional Insured endorsement as follows:

"The City of Sterling Heights, City of Warren, City of Warren Municipal Building Authority, Downtown Development Authority, Tax Increment Finance Authority, all elected appointed officials, employees and volunteers as individuals acting within the scope of their authority, including all elected and appointed officials, all employees and volunteers, all boards, commissions and/or authorities and board members, including employees and volunteers thereof. It is understood and agreed by including the City of Sterling Heights and City of Warren as additional insured, coverage afforded is considered to be primary and any other insurance the City of Sterling Heights or Warren may have in effect shall be considered secondary and/or excess."

Additionally, the awarded vendor shall provide language, within the "Description of Operations" section, that "AGREES TO WAIVE THEIR INSURER'S RIGHT OF SUBROGATION UNDER ITS POLICIES".

**Cancellation Notice:** Policies as described above shall include an endorsement stating the following: It is understood and agreed thirty (30) days, ten (10) days for non-payment of premium, Advance Written Notice of Cancellation or Non-Renewal shall be sent to the Certificate Holder:

City of Sterling Heights and City of Warren Reference:  
Bid RFP-SH25-006 Purchasing Manager  
40555 Utica Road  
Sterling Heights, MI 48313

**Proof of Insurance Coverage:** The Consultant shall provide the City of Sterling Heights at the time the contracts are returned by for execution a Certificate of Insurance as well as the required endorsements. In lieu of required endorsements, if applicable, a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable.

If any of the above coverages expire during the term of this Contract, the Consultant shall deliver renewal certificates, endorsements and/or policies to the City of Sterling Heights at least ten (10) days prior to the expiration date.

#### **ARTICLE IV - RELATIONSHIP OF PARTIES**

**INDEPENDENT CONTRACTOR STATUS:** In performing the Work, Consultant, its employees, and contractors are acting as **independent contractors** and not as an employees, agents, or representatives of the Municipal Parties. Contractor shall employ its own means and methods in connection with performing services under this Agreement.

Consultant has no authority to transact any business in the name of or on account of the Municipal Parties or otherwise obligate Municipal Parties in any manner. Consultant shall have no power or authority to execute any agreements or contracts for or on behalf of Municipal Parties nor to bind Municipal Parties in any other manner. Consultant shall not disclose the terms and conditions of or publish any information concerning this Agreement without the prior written consent of the Municipal Parties. Consultant shall not engage directly or indirectly in any undertaking which creates any legal impediment to or conflicts with rights granted to Municipal Parties by Consultant under this Agreement. Consultant shall not undertake, during the term of this Agreement, to perform similar services for any third party which would compromise the value of the Work or deliverables representing Work to Municipal Parties.

#### **ARTICLE V - CONFIDENTIALITY**

**CONFIDENTIAL INFORMATION:** Consultant agrees that it shall not at any time or in any manner (whether during the term of this Agreement or at any time thereafter), either directly or indirectly, use or misuse or divulge, disclose or communicate to any person or entity any confidential information relating to the Work without express written consent of all Municipal Parties ("Confidential Information"), provided that Confidential Information shall not include information (a) in the public domain at the time it is disclosed, (b) that becomes part of the public domain without breach of this Agreement, (c) was developed by Consultant independently of its engagement under this Agreement, as evidenced by a written record, or (d) disclosed to Consultant by a third party not under an obligation to keep such information confidential.

**EFFECT OF DISCLOSURE:** Consultant agrees and stipulates that the Confidential Information is important and confidential and materially affects the conduct of the Work and goodwill of Municipal Parties and that any breach of the terms of this Article V shall be a material breach of this Agreement.

**JUDICIAL ORDER:** If Consultant receives, at any time, a request to disclose the Confidential Information in connection with any legal proceeding, he will promptly notify Municipal Parties, consult with Municipal Parties regarding the advisability of taking steps to resist or narrow such request, and if disclosure is required or deemed advisable by legal counsel to Consultant, will cooperate with Municipal Parties in any lawful attempt that Municipal Parties may make to obtain an order or other reliable assurance that confidential treatment will be accorded to any Confidential Information.

## ARTICLE VI - CONSULTANT'S WARRANTIES

Consultant makes the following warranties to Municipal Parties:

- (1) Consultant has expertise in the field covered by this Agreement and shall commit all necessary time, energy, resources, and best efforts to complete the Work to the reasonable satisfaction of Municipal Clients in accordance with the standard of care.
- (2) In performing the Work, Consultant shall not infringe any trade secrets, copyright or patent of a third party.
- (3) Consultant shall not divulge or furnish to Municipal Clients any trade secret or other proprietary information of any third party which Consultant does not have the right to divulge or furnish.
- (4) This Agreement is not in conflict with any other agreement or obligation which Consultant has with any third party.
- (5) Consultant shall comply with all applicable federal, state and local laws and regulations pertaining to the performance of this Agreement
- (6) Municipal Parties agree that, while Consultant is responsible for performance of the Work and its other obligations under this Agreement, the Work may include advice or recommendations based upon the expertise and experience of the Consultant and reasonable standard of care. All decisions in connection with the implementation of such advice and recommendations are the sole responsibility of, and made by, Municipal Parties. Consultant makes no warranty or representation as to the achievement or any particular result or outcome arising from the Work.

## ARTICLE VII - INDEMNIFICATION

Consultant agrees to indemnify and hold harmless Municipal Parties and their elected and appointed officials, directors, officers and employees from and against all taxes, losses, damages, liabilities, costs and expenses, including attorneys' fees and other legal expenses, arising directly or indirectly from, related to, or in connection with (i) any negligent, reckless or intentionally wrongful act of Consultant or Consultant's assistants, employees or agents, (ii) a determination by a court or agency that the Consultant is not an independent contractor, (iii) any breach by the Consultant or Consultant's assistants, employees or agents of any of the covenants, representations, or warranties contained in this Agreement, (iv) any failure of Consultant to perform the Work in accordance with all applicable laws, rules and regulations, or (v) any violation or claimed violation of a third party's rights resulting in whole or in part from Municipal Parties' use of the work product of Consultant under this Agreement, or (vi) any data breach or cyber security incident compromising Consultant's data or network.

**ARTICLE VIII – NOTICES**

All notices and requests given by either party to the other shall be in writing and sent by email, first class mail or in person.

Notices and requests sent by Municipal Parties shall be addressed to Consultant as follows:

Consultant: AECOM  
Address: 130 E Randolph St, Suite 2400  
City: Chicago  
State: Illinois  
Zip: 60601  
Phone: 312-373-6931  
and copied via email to:  
Email address: chris.brewer@aecom.com

Notices and requests sent by Consultant regarding any aspect of the Agreement shall be addressed to Municipal parties as follows:

City of Sterling Heights and City of Warren  
Attention: Purchasing Manager  
4055 Utica Road  
Sterling Heights, MI 48313  
Phone:  
and copied via email to:  
Email address:

The Parties shall each have the right to change at any time the respective individuals to whom notices and requests shall be sent by giving written notice of such change to the other party.

**ARTICLE IX - MISCELLANEOUS**

**ASSIGNMENT:** Consultant shall not assign this Agreement or any rights hereunder or delegate the Work or any of Consultant's other obligations hereunder to any third party without prior written consent of Municipal Parties and any assignment without such consent shall be void.

**WAIVERS:** The failure of either party to assert any claim or right against the other party regarding its obligations hereunder, in any one or more instances, shall not constitute a waiver of such claim or right with respect to future performance of such obligations and other obligations under the Agreement.

**SEVERABILITY:** The invalidity or unenforceability of any particular provision of this Agreement shall not affect other provisions and the Agreement shall be construed in all respects as if such invalid or unenforceable provisions were omitted.

**HEADINGS:** All Article and paragraph headings are for reference only and shall not be used in construing this Agreement.

**GOVERNING LAW:** This Agreement shall be construed, governed and interpreted in accordance with the laws, but not the rules relating to the choice of law, of the State of Michigan. Venue is exclusively in Macomb County, Michigan.

**RECORDS:** Consultant shall maintain complete and accurate records and books, including financial and personnel records and schedules, and retain the records for six years after termination or non-renewal of this agreement. Upon reasonable notice, Consultant will furnish to the auditor of any governmental entities comprising "Municipal Party" copy of such records and will cooperate with such auditor on any verification request.

In addition, Consultant will produce reports, records or information to support any expenditure approval, provide progress reports to the individual municipal parties and executive committee.

**NON-ASSIGNMENT:** The Consultant shall not assign or transfer this agreement or any interest herein without the written consent of the governing body of each municipal party.

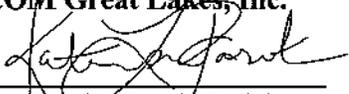
**ENTIRE AGREEMENT:** This Agreement, RPF, and attached Proposal set forth the entire agreement between the parties and supersedes all prior oral and written agreements and understanding between the parties with respect to the subject matter hereof. This Agreement may not be modified or the parties released from their obligations hereunder except by an instrument in writing signed by an authorized representative of the parties. To the extent that there is a conflict of terms between this Agreement, the RFP, and Proposal, the terms of this Agreement shall control, then the terms of the RFP, and then the Proposal.

**COUNTERPART:** This Agreement may be signed in counterpart and by facsimile signature or other form of electronic transmission, each of which shall constitute an original, and all of which, taken together, shall constitute one and the same instrument.

**WORKERS COMPENSATION:** Municipal Parties may require Contractor to produce either proof of workers' compensation insurance, or a Notice of Exclusion from the State of Michigan, based on Contractor's business entity structure and/or number of employees.

**CONSULTANT:**

**AECOM Great Lakes, Inc.**

By:   
Katrina Lewis Pasick

Its: Vice President

**CITY OF STERLING HEIGHTS**

By: \_\_\_\_\_

Michael C. Taylor, Mayor

By: \_\_\_\_\_

Melanie D. Ryska, City Clerk

**CITY OF WARREN**

By: \_\_\_\_\_

Lori M. Stone , Mayor

By: \_\_\_\_\_

Sonja Buffa, City Clerk

**CITY OF STERLING HEIGHTS LOCAL  
DEVELOPMENT FINANCING AUTHORITY**

By: \_\_\_\_\_

Its:

# **Defense Industry Economic Development Advisor**

RFP-SH25-006  
City of Sterling Heights  
City of Warren

AECOM Technical Services, Inc.  
with  
BasedOn  
McKeon Group

September 16, 2025



AECOM [www.aecom.com](http://www.aecom.com)  
4219 Woodward Avenue  
Suite 200  
Detroit, MI  
48201 Economics  
Proposal Template

September 16, 2025

**Cities of Sterling Heights and Warren**  
ATTN: Erik Skurda, Purchasing Manager  
40555 Utica Road  
Sterling Heights, MI 48310

**RE: Request for Proposal Defense Industry Economic Development Advisor (RFP-SH25-006)**

Dear Mr. Skurda and Selection Committee,

AECOM Technical Services, Inc. (AECOM), and our project partners BasedOn – a Detroit-based brand strategy, identity design and strategic content studio – and McKeon Group – a leading public affairs firm in Washington D.C. specializing in defense, rare earth, budget and appropriations, are pleased to respond to your Request for Proposal (RFP) for a Defense Industry Economic Development Advisor. Your intention to stand up the Arsenal Alliance is significant given four consequential changes that are playing out across Department of Defense (DoD) which will have bearing on emerging economic opportunities for Sterling Heights and Warren:

1. The 2022 National Defense Strategy (NDS) reinforces that DoD is amid a strategic pivot beyond the Global War on Terror and toward enhanced preparations for larger-scale, combined operations against near-peer competitors. This policy shift is already leading to different priorities across procurement, strategy, and deployment and more changes are expected.
2. DoD concern over loss of domestic defense manufacturing and supply chain capacity has been detailed in recent reports highlighting growing perceptions of risk across global supply chains that support DoD procurement. In January of 2024, DoD released their first National Defense Industrial Strategy (NDIS) to focus on needs across domestic manufacturing, workforce development, and supply chain resiliency. The report offers a strategic vision for actions to build a modern defense industrial ecosystem and calls for sustained collaboration and cooperation between the U.S. government and industry.
3. In context with strategic shifts outlined in the 2022 NDS, DoD is also amid a clear strategic shift toward manned and unmanned teaming (MUM-T). For example, platforms such as the MQ-25 will require new diagnostics, software maintenance, sensor alignment, and cybersecurity assurance, as well as new and more secure, software-integrated sustainment centers and enhanced workforce training.
4. DoD and Congress continue to struggle with tension between expansive procurement priorities (and needs) and constrained funding; programs such as F-35 are one example of how procurement costs are impacting readiness and mission requirements.

These changes in federal policy are playing out at an equally complex moment in time for SE Michigan and Macomb County. While the pace of job creation in 2024 across the larger 6-County region was still lagging 2019 thresholds, trends for Macomb County pointed to a stronger pace of job creation since 2019. Our initial analysis of regional employment data indicates that the region's auto assembly-related cluster remains buffeted by new challenges, inclusive of unsettled federal regulations around electric vehicles and the continued emergence of autonomous transportation concepts which are anchored by new technologies and materials. For Sterling Heights and Warren these changes reinforce the need to clarify evolving DoD thinking around the balance of manned and unmanned systems, and implications around technology, materials, and software needs for years to come.

Our response to your RFP is built around specific project experience working in regions where defense contracting is economically consequential. For example, AECOM was engaged by the St. Louis Economic Development Partnership to formulate a diversification strategy to help the region prepare for potential loss of aerospace

manufacturing linked to the F/A-18, the E/A-18, and the F-15. The economic adjustment strategy included a comprehensive Regional Asset Map, analysis of strengths, weaknesses, opportunities and threats, and formulation of a regional economic adjustment plan. The study clarified regional capacity in defense and commercial aerospace and identified suppliers connected to Boeing's regional operations. In a follow-on engagement we prepared a master plan and financial sustainability strategy to establish an Advanced Manufacturing Innovation Center (AMIC) in St. Louis which sought to answer questions like, "what does the industry need; at what do the regions' industries excel, and who is the champion?" The study identified regional capacity in advanced manufacturing and identified need for an innovation center. Our work was essential in supporting client pursuit of additional grant funding. In September of 2022, the region was awarded a \$25-million-dollar U.S. Economic Development Administration "Build Back Better" grant to jump start AMIC construction.

Our response to your RFP is strengthened by capabilities sustained by our project partners. BasedOn is a brand strategy, identity design and strategic content studio located in Detroit, with a dedicated practice group that serves leading economic development organizations, innovation clusters and chambers of commerce. Their effort for this submittal will be led by Matthew Clayson, whose background spans 20-years in results-driven economic development, digital marketing, international privacy compliance and national security. The McKeon Group is a D.C. based public affairs consultancy whose industry focus spans defense, rare earth/critical minerals and federal appropriations. Representing McKeon Group will be Adam Raelzer, whose 20-years of extensive lobbying, legislative and public policy experience in Washington D.C. covers a broad portfolio of large and complex policy and regulatory issues in national security, military, defense, Veterans' affairs, terrorism, and international relations.

The AECOM team for this effort will be anchored by **Project Director Chris Brewer**, who brings 30 years of combined experience across economic development experience and defense industry adjustment. He has completed numerous defense adjustment strategies, including significant work in St. Louis focused on defense aerospace and the possible loss of production linked to the F-15, C-17, and F/A-18. Our effort will be sustained by **Project Manager Sarah Murphy**, who offers 10 years of professional experience focused on delivery of economic development services for the City and County of Denver and can speak to the day-to-day realities and opportunities associated running an economic development organization.

Enclosed you will find our proposed approach and qualifications, highlighting the AECOM team's comprehensive experience directly applicable to your needs. We have provided a three-year budget and working framework; a framework designed to position an executive director or future management for success through the delivery of an actionable economic development strategy and workplan, a resonate and compelling brand, marketing and communications, and a rolodex of relationships across D.C. necessary for securing new contracts and attracting new businesses. We are strongly committed to providing a hands-on approach from day one through project completion and will be readily available for communication. Thank you for considering our qualifications. We look forward to the opportunity to support the Arsenal Alliance in clarifying the vision for commercial districts. If you have further questions, please do not hesitate to contact either of us.

Sincerely,



**Chris Brewer**

Project Director/Authorized Signatory

T: 312-373-6931

E: [chris.brewer@aecom.com](mailto:chris.brewer@aecom.com)

## SECTION 02

## Company and Partner Profiles

### Team Overview – AECOM

AECOM is a trusted consulting firm, delivering professional services throughout the project lifecycle. Globally, our clients in the public and private sectors count on us to take on the most complex challenges and pioneer innovative solutions that push the limits of what's possible. With more than 50 years in business, AECOM has worked with clients, communities, and colleagues to develop and implement innovative solutions to the world's most complex challenges.

Worldwide, we design, build, finance, operate and manage projects and programs that unlock opportunities, protect our environment and work to improve people's lives. With over 50,000 economists, analysts, planners, designers, architects, engineers, builders and project managers around the world, we're built to create and unlock new opportunities.

We blend global knowledge, local experience, technical excellence, innovation, and creativity to offer our clients unparalleled possibilities. AECOM capabilities include:

- Consulting and Advisory
- Urbanism + Planning
- Transportation & Water Infrastructure
- Architecture & Building Engineering
- Energy & Environment
- Program + Construction Management

AECOM's Advisory team is a specialized and collaborative group of planners, data analysts, economists, real estate advisors, and placemaking experts prepared to help clients, partners, and stakeholders evaluate and make decisions regarding feasibility, financial requirements, social impact, resilience, risk, and prospects for successful initiatives in towns and cities across the globe. Our experience shows that successful policies and projects benefit from strong facilitation and informed decision-making early in the process.

Our research and strategic planning approaches intentionally pull ideas into focus and sharpen the

boundaries of a preliminary plan or concept for regional and place-based economic development, urban revitalization, real estate, public facilities, and visitor destinations. Collaborating with other disciplines, our team develops strategies that respond to local markets, attract interest and financing, and enable implementation that meets the needs of multiple stakeholder groups. Our work is often concerned with balancing private sector investment interests with public sector policy objectives.

AECOM provides integrated services in **economic development real estate, infrastructure and planning**, leveraging our global expertise and local knowledge to deliver comprehensive solutions:

#### Economic Development

Our Economic Development Strategic Plans provide a framework and roadmap to enhance economic development, which aligns with U.S. Department of Commerce, Economic Development Administration (EDA) guidance, which frames economic development as a set of factors which speak to the capacity of a region to recover quickly from a shock, withstand a shock, or the ability to avoid the shock altogether. Shocks can be linked to global factors such as recessions or structural changes within core regional industries, including decline or unexpected/accelerated growth linked to a military base or major employer.

The intent of an Economic Development Strategic Plan is to provide a "roadmap" for making informed, data-driven decisions and establishing that our client is fully positioned to embrace emerging opportunities across a broad spectrum:

- Targeted development, redevelopment and infill strategies, and infrastructure investment
- Balancing business retention, expansion and local entrepreneurship and workforce development with new business attraction
- Preparing the existing and future workforce for high-quality "jobs of the future"
- Building a diverse, sustainable and resilient economic base
- Enhancing quality of life and equal access to opportunity for current and future residents and stakeholders

- Identifying organizational capacity constraints that are interfering with economic development positioning

### Real Estate

AECOM collaborates with clients across the commercial and corporate real estate sectors to design and implement projects that align with their strategic goals. Our services help clients achieve their goals and investments in real estate yield sustainable and measurable business benefits. Current strategies include work with cities to explore reuse of obsolete office space.

### Infrastructure

As a global leader in infrastructure consulting, AECOM brings considerable technical expertise across complex transportation, water, sewer, communications, and energy infrastructure systems. For efforts like this, our focus will be on the capacity of existing infrastructure to support shovel-ready development.

### Regional Planning

AECOM's planning services encompass urban and regional planning, landscape architecture and economic analysis. Our planning strategies are informed by a deep understanding of local contexts combined with global trends, addressing socio-economic, technical and financial realities to deliver impactful solutions.

### OUR TOOLS

**DoD Contracting Analysis.** Our work in St. Louis required a deep dive into DoD contracts for local performance in the St. Louis region, broken down between procurement of goods as well as services using databases such as USASpending.gov.

**Industry Cluster Tool.** Using an in-house automated script, the cluster tool groups roughly 900 six-digit NAICS codes into approximately 50 industry clusters to identify existing and emerging areas driving local economic growth. For each cluster the tool analyzes trend performance metrics for employment, GDP, wages, and location quotient. The location quotient calculation helps identify which clusters are more concentrated/specialized in an area compared to a benchmark geography. The clusters identified using the tool are the foundation for all employment-centric analysis. The automation of the tool supports research efficiency and allows for more targeted and in-depth investigation of initial findings.

**End Markets Tool.** All economic development strategies face a need to provide insight as to future trends across

industry sectors and clusters. Our approach leverages reported financial data from roughly 3,500 publicly traded firms who provide guidance to "the street" regarding expected growth over the next three years. While not perfect, it provides a window into corporate expectations for recovery and growth as the U.S. economy enters 2024. Our intended approach will leverage current company forecasts for growth across identified end markets (shown below) to provide greater clarity as to where the broader economy is expected to grow, and the extent to which industries concentrated in St. Louis are positioned to benefit.

### Team Overview – BasedOn

BasedOn is an independent creative studio based in Detroit led by a multidisciplinary team of artists, designers, writers, strategists, and technologists. We partner with brands to define who they are and how they are known – through brand strategy, identity design and activation. As an artist-led studio, we understand the power of great design to move people and advance ideas. Our team brings together a range of disciplines – writers, designers, fine artists, technologists and strategists – who work fluidly to meet each client's unique needs.

We dig deep to uncover the why, what and how behind every brand we build and activate, challenging ourselves and our clients to create identities that are authentic, relevant, resonate and enduring.

BasedOn provides integrated services in **brand strategy, identity design and strategic content**, leveraging our interdisciplinary expertise and deep brand and content knowledge to deliver comprehensive brand, content and communications solutions that will credential the Arsenal Alliance with key decision makers:

**Brand Strategy.** We uncover our clients' bold truths, finding their unique position, clearly establishing who they are - aligning diverse stakeholders around clear, consistent positioning designed to resonate and endure in an increasing cluttered content environment. Capabilities include: Brand Research - Brand Strategy - Brand Architecture - Brand Platform - Place Branding - Persona Development - Value Proposition.

**Identity Design.** We craft our client's unique story, design their symbols and define how they are known. Capabilities include: Brand Narrative - Brand Messaging - Naming - Pitch Statements - Voice & Tone - Brandmark - Design

Principles - Sample Applications - Visual Assets - Visual Language.

**Strategic Content.** Delivering creative and thought leadership, inspiring relationships and connection to deeper meaning to advance key business and brand objectives. Capabilities include: Collateral - Reports and Data Visualization - Web Design - Marketing Strategy and Performance - External CMO - Content and Asset Management - Consumer Experience and Engagement - Channel Strategy - Media Strategy - Content Strategy - AI Strategy.

### Team Overview – McKeon Group

McKeon Group is uniquely positioned to help Sterling Heights and Warren launch and sustain the Arsenal Alliance Defense Economic Development Initiative. Our bipartisan team combines former senior Members of Congress with veteran legislative strategists, proven project managers, and economic-development specialists who have delivered billions of dollars in federal defense contracts, grants, and public-private investment nationwide. McKeon Group has a diverse and expansive portfolio and history of representing our nation's leading defense manufactures, including Lockheed Martin, L3 Harris, Oracle, Northrop Grumman and General Dynamics. Additionally, the firm is one of the nation's leading firms for partnering with defense tech innovators focusing on UAS and CUAS systems, as well as on enhanced communications and new defense warfighting weapons and systems that are spearheading the defense technical renaissance throughout the U.S., and the firm has a rich history in representing critical defense suppliers in the rare earth and critical mineral sector. The team at McKeon Group, is widely known not just in Washington D.C. but around the world for our work in representing foreign governments as they seek greater defense cooperatives with the United States and our defense industrial base. The firm has worked with countries including Saudi Arabia, Romania, Ukraine, Iraq, Armenia, the United Kingdom and the Philippines.

### Proposed Staffing – AECOM

#### Chris Brewer – Vice President, Economics + Advisory

**Role on the Arsenal Alliance:** Overall accountability for outcomes, quality, schedule, and risk; coordinates governance and approvals with Sterling Heights, Warren, and Alliance leadership; aligns scopes with federal pathways (NDAA/Appropriations, EDA/DOT/DoD) and coordinates delivery across AECOM, BasedOn and McKeon Group.

**Bio:** Chris has 30 years of experience evaluating planning, zoning, market, financial and economic development policy aspects of real estate development with 30 years of experience working for federal agencies and economic development organizations. His practice has focused on reuse of urban brownfield sites and closed military bases, and development of regional economic development strategies for public and private clients.

#### Sarah Murhpy – Associate, Economic Development + Urban Policy.

**Role on the Arsenal Alliance:** Day-to-day delivery support; owns the integrated schedule, change control, and KPI dashboard; coordinates grant calendars and executive-ready status reports; ensures workstreams reflect local economic and workforce priorities.

**Bio:** Sarah has over 12 years of experience in local government, specializing in economic and workforce development through roles with Boulder County and the City and County of Denver, Colorado. Her multi-agency and cross-disciplinary background include experience in strategic planning, local policy development, grant administration, and project/program implementation and evaluation. She has an in-depth understanding of the factors influencing urban economic development and policy, as well as the drivers of community and neighborhood vitality within the context of growth opportunities.

#### Deena Fox, PMP, LEED AP, PROSCI – Managing Director

**Role on the Arsenal Alliance:** Liaison to ensure municipal objectives, stakeholder expectations, and public communications are reflected in deliverables; supports governance cadence and approves key milestones.

**Bio:** Deena's experience leverages over two decades of team leadership across multiple market sectors. As Practice Leader for AECOM's US West Region

management consultancy Strategy+, Deena oversees a portfolio of client services including business transformation, A/E consulting, and project and program management. She has led cross-disciplinary teams delivering projects spanning public realm, campus planning and large-scale commercial development, while also remaining active in community development initiatives. Inspired by her interest in the intersection of real estate, effective economic investment strategies and solutions for structural change, Deena has engaged for many years in advocacy for pathways to community prosperity at both grassroots and organizational leadership levels. She is experienced in complex and time-critical projects requiring broad technical collaboration across multidisciplinary teams.

#### **Jeromie Winsor, AICP – Senior Transportation Planner**

**Role on the Arsenal Alliance:** Subject-Matter Expert — Infrastructure, Land Use & Corridor Access.

**Bio:** Jeromie currently leads AECOM's transit and rail practice in the Midwest, where he leads a team of planners, engineers and engagement specialists focused on public infrastructure. His experience as a planner includes developing multi-modal transportation plans and projects for a variety of state agencies, regional governments, transit agencies, counties and municipalities. His professional background is in strategic and capital transportation planning, with a focus on the relationship between transportation, land use, economic development, and community planning.

#### **Sarah Richards, AICP, Associate DBIA**

**Role on the Arsenal Alliance:** Subject-Matter Expert — Incentives, Policy & Implementation.

**Bio:** Sarah has been with AECOM since 2016. Previously, she has held the positions of Enterprise Zone Grant Program Administrator with the State of Virginia, Planner II/Site Plan Review Coordinator for the City of Norfolk, Virginia; Environmental Planner for the County of King William, Virginia; and Leasing Consultant for Forest City Enterprises in Richmond, Virginia. She has previous experience in site plan review, comprehensive/long-range planning, grant administration, drafting and implementing new planning policy, ordinances, and guidelines; working to streamline planning processes, coordinating and organizing committees and working groups; and planning, organizing, and facilitating community outreach.

## **Proposed Staffing – BasedOn**

### **Matt Clayson – Managing Director**

**Role on the Arsenal Alliance:** Ensures a clear vision and measurable plan for Alliance branding and activation; integrates brand strategy with economic development objectives; coordinates across AECOM, McKeon Group, municipal stakeholders, and industry partners to align messaging, outreach and activation milestones. Assesses and reports on brand, marketing and content KPI.

**Bio:** As Managing Director, Matt ensures BasedOn's studio vision translates into outstanding, impact-balanced work. He sets actionable objectives and guides teams to success, drawing on interdisciplinary experience with Shinola, MotorTrend, J.D. Power, TIME, U.S. News & World Report, United Way for Southeast Michigan, Business Leaders for Michigan, College for Creative Studies, Design Core Detroit, the Detroit Metro CVB, and the NFL. He has advised on digital strategy for The Coca-Cola Company, Adidas, Cathay Pacific, Fairmont Hotels & Resorts, Microsoft, Google, and Facebook. Matt holds degrees in International Relations and Political Theory from Michigan State University (Honors & James Madison Colleges) with EU/NATO coursework at Université Libre de Bruxelles and a J.D. from Wayne State University. A Marshall Memorial Fellow, he advises the Intuit Innovation Council, Atlantic Council, BMW Foundation, GMF, and Robert Bosch Foundation on AI ethics, digital strategy, privacy, transatlantic relations, and national security.

### **Angela Topacio – Co-Founder / Head of Creative**

**Role on the Arsenal Alliance:** Leads development of the Arsenal Alliance brand platform, positioning, and visual identity system; facilitates multi-stakeholder brand workshops; oversees design standards, templates, and rollout across digital, print, wayfinding, and events to ensure a coherent, credible presence for the Warren–Sterling Heights corridor.

**Bio:** Through Angela's leadership and creative direction, BasedOn empowers teams to dig deep, surface the authentic truth behind each brand, and present it in beautiful, engaging ways. With 23+ years in design, brand development and management, she is a disruptive thinker respected for translating strategy into design that incites action and lasting change. Angela has partnered with leaders across regional, national, and international organizations, bringing a printmaking and multimedia artist's eye to every engagement. She graduated summa

cum laude from the University of Michigan (BFA) and has served on the boards of the Detroit Artists Market and Woodbridge Neighborhood Development; she is a mentor with Endeavor Detroit.

#### **Matt Di Dio – Co-Founder / Head of Business Development**

**Role on the Arsenal Alliance:** Measures progress against scope, budget, schedule, and resourcing for the Alliance brand, marketing and communications workstream; drives partner/vendor procurement, contracting and QA.

**Bio:** As a founding member of BasedOn, Matt blends management and business strategy with creative operations. With nearly 38 years of marketing and sales leadership, he infused the studio's fast-paced culture with rigorous operating procedures and client discipline. Matt began at Aeroquip Corporation, rising to Vice President of Sales on the General Motors account, then became Director of Marketing & Sales for Magna International's full-vehicle integration team. In 1999, he co-founded BasedOn with Angela, evolving the studio from collateral and digital production into an identity-led strategy and design practice. He forges long-term relationships across automotive, hospitality, and consumer goods. A former four-year college football player and All-American at Wayne State University, he holds a BFA from Wayne State University.

#### **Jenn McGrath – Director of Brand Strategy**

**Role on the Arsenal Alliance:** Brand Strategy Lead. Leads positioning, brand architecture, naming, and verbal/visual identity; designs and runs research, co-creation and stakeholder sessions; authors the Alliance message map and brand guidelines to enable consistent execution across partners.

**Bio:** Jenn is a visionary brand and design strategist with 20+ years building end-to-end brand systems that raise awareness, drive engagement and support growth. She has led strategy for global and U.S. brands including Wrigley, Heinz, Lowe's, Abbott and Wilson Sporting Goods, and for P&G brands such as Charmin, Puffs, Align, Cascade, Dawn and Aussie—work recognized by Procter & Gamble as best-in-class. Jenn holds a B.S. in fashion merchandising with a marketing minor from Western Michigan University and is trained in brainstorming facilitation by Eureka! Ranch.

#### **Amy McNeil – Director of Content Strategy and Activation**

**Role on the Arsenal Alliance:** Marketing & Communications Lead. Designs the Alliance's full-funnel media strategy, content engine, and activation plan; manages press and partner communications; builds KPI dashboards for measurable reach, engagement, and conversion across owned, earned, and paid channels.

**Bio:** Amy leads BasedOn's activation initiatives spanning media strategy, digital activation, and content marketing across motorsports, defense, mobility, retail, real estate and luxury audio. Previously at January Digital she oversaw strategy for The Honest Company, NARS, Sol de Janeiro, Canidae, Shinola and David's Bridal; at Snapchat she served as Global Industry Strategist for Automotive, expanding the platform's role with OEMs. As Head of Digital Marketing at Stellantis (FCA), she led integrated digital, social, and traditional campaigns for Alfa Romeo, Chrysler, Dodge, FIAT, Jeep and Ram. Recognized by Advertising Age's "40 Under 40," she is a frequent industry speaker. Amy holds a B.S. in journalism (public relations) from Central Michigan University.

#### **Proposed Staffing – McKeon Group**

##### **Role on the Arsenal Alliance:**

Day-to-Day Hill Outreach Lead. Packages Congressionally Directed Spending and programmatic requests; coordinates staff-level engagements with the Michigan delegation, HASC/SASC, and executive agencies; maintains a live federal issues/opportunity tracker aligned to Alliance milestones.

##### **Bios:**

**Howard P. "Buck" McKeon** – Chairman & CEO. 22 years in Congress; Chairman, House Armed Services Committee; architect of 14 NDAA's. 40+ years' experience.

**Howard D. McKeon** – President. Former VP Sprint Nextel; COO Cota Cole LLP; federal contracting & P3 strategist. 25 years' experience.

**John Chwat** – Senior Vice President, Project Manager. 47 years on Capitol Hill; Chief of Staff to three House Members; CRS defense analyst; appropriations authority. 50 years' experience.

**David Keysor** – Chief Operating Officer. 25+ years business consulting; built multiple high-growth tech ventures; defense-sector BD. 25 years' experience.

**Dr. John Fleming** – Principal. Former Congressman; Asst. Secretary of Commerce for Economic Development. 35 years' experience.

**Amb. Pete Hoekstra** – Principal. U.S. Ambassador to Netherlands; Chair, House Intel Committee; Michigan Congressman. 30+ years' experience.

**Adam Raezler** – Vice President. Michigan native, Director of Legislative Affairs for (Ret.) Lt Colonel Oliver North and Director of Government Relations and Legislative Affairs for Troy Michigan based Orleans PC a nationwide law firm, one of the largest women owned firms. Over 10 years of experience in defense contracting, appropriations and arms sales. Represents several defense innovators, defense primes and works closely with foreign governments around the world on joint defense partnerships with the U.S. 20+ years' experience.

**Victoria Khederian** – Government Relations Manager. Michigan native, Executive Assistant to the Chief of Staff and U.S. Senate Republican Leader Mitch McConnell, and Special Assistant to U.S. Senator Marco Rubio. 5+ years' experience.

## Relevant Experience – AECOM

### Defense Adjustment Strategies

#### St. Louis - Regional Defense Adjustment Strategy

Leveraging prior AECOM studies in 2010 dealing with regional economic adjustment due to the loss of two auto assembly plants, and in 2014 to explore economic connections between goods movement and industrial real estate (which led to the formation of a new organization called the St. Louis Regional Freightway), we were engaged by the St. Louis Economic Development Partnership to formulate an diversification strategy to respond to regional concern over the end of F-15 and F/A-18 production. We created a comprehensive Regional Asset Map and evaluated regional strengths, weaknesses, opportunities and threats linked to aerospace manufacturing. The study clarified regional capacity in defense and commercial aerospace and identified suppliers connected to Boeing.

As an extension of the 2016 defense adjustment strategy, AECOM was engaged by the Partnership to prepare a master plan and financial sustainability strategy to establish an Advanced Manufacturing Innovation Center (AMIC). The effort sought to answer questions like:

- What does industry need?
- At what do the regions industries excel?

- Who is the Champion?

We identified need for a manufacturing innovation center anchored by a public-private partnership. Since this AECOM study was completed, local officials have identified a champion to support the proposed manufacturing innovation center. In September of 2022, the region was awarded a \$25-million-dollar EDA "Build Back Better" grant to jump start AMIC construction. AECOM is currently working with Greater St. Louis Inc, on a regional manufacturing strategy which is built around the AMIC program.

#### I-88 Corridor Economic Development Strategy, Naperville Development Partnership

We led an economic development and marketing strategy to redevelop and rebrand the I-88 Corridor in Naperville. Need for the study tied to significant corridor office real estate challenges linked to office space built before 2000 and struggling under-utilization. AECOM documented:

- Corridor strengths, including a burgeoning concentration of R&D, science, and advanced technology industries, linked to two national labs.
- Specific target clusters that can catalyze sustainable, diverse economic development in Naperville and beyond
- Redevelopment potential of key sites, balancing current market realities with future opportunities.

AECOM "matched" growing industries with underutilized / available space along the I-88 corridor with Naperville's high quality of life, and unusually high concentration of highly educated workers. The project team leveraged extensive stakeholder engagement to frame goals and identify strategies and partners.

AECOM's analysis puts local real estate dynamics in context with the broader region. We leveraged customized industry cluster and end-markets tools to identify priority industry clusters and determined which sites have the greatest redevelopment potential. The effort was anchored by analysis of peer city benchmarks to clarify economic development best practices to emulate. We focused on cities that had attracted a notable concentration of advanced degree residents and employees in advanced technology sectors.

## Relevant Experience – BasedOn

### Innovation Clusters

#### Michigan Central (Detroit, MI) — Brand Strategy

BasedOn's team developed brand platforms and launch assets aligned to Michigan Central's mission as a Ford-backed mobility innovation district in Corktown. Work included stakeholder workshops, identity and messaging systems, partner toolkits, and digital/experiential assets that translate complex technology stories for civic, industry, and community audiences. Relevance: shows our ability to brand a multi-stakeholder innovation campus and convert it into clear narratives and usable toolkits; narratives and toolkits that positioned MCS to attract its innovation partner, Newlab while also serving as a platform for attracting world class talent on the MCS team to further realize MCS vision.

#### The District Detroit (Detroit, MI) — Brand Strategy, Identity Design, Initial Activation

For an expansive, mixed-use redevelopment encompassing several neighborhoods that needed to be positioned as a jobs and investment catalyst, BasedOn created narrative frameworks, verbal and visual guidelines and initial activation programming to support business and investor attraction objectives. Relevance: demonstrates how we align brand storytelling and placemaking commitments in an urban district to attract leading anchor tenants such as Google, Boston Consulting Group, Huntington Bank and global investors such as Related Cos.

### Economic Development Organizations

#### Greater Sandusky Partnership (OH) — Brand Strategy, Identity Design, and Activation Support

BasedOn supported a unified brand architecture and message map for a chamber delivering comprehensive economic development services, enabling consistent outreach to employers, investors, and civic partners across the Greater Sandusky Bay region. Relevance: aligning, unifying and energizing stakeholders around consistent positioning, messaging and programming.

#### Connect Macomb (MI) — Brand Strategy, Identity Design, and Naming

We modernized communications and event assets for Connect Macomb (formerly Sterling Heights Regional Chamber), aligning brand voice to programming that convenes employers, talent and local government. Relevance: practical communications cadence for an

alliance of municipal/industry stakeholders in central Macomb County.

### Defense

#### Pratt Miller Defense — Advanced Vehicle & Autonomy Narrative

We crafted messaging and visuals around platform development, autonomy/robotics and connected systems—translating engineering depth (e.g., EMAV UGV) into mission-outcome language for DoD stakeholders for Pratt Miller Defense, a division of Oshkosh. Relevance: turns complex tech into procurement-ready communications.

### Defense Adjacent

#### Magna (Automotive) — Tier-1 Manufacturing and Mobility Brand, Naming and Architecture

As the 5th largest global automotive supplier (\$42.0 Billion), we collaborated closely with Magna's innovation teams to develop a global platform to brand and position their new technologies to OEMs. This positioning conveyed Magna's role in complete-vehicle engineering and systems integration, supporting BD pursuits across EV, software-defined vehicle and supply-chain programs. Relevance: connects Southeast Michigan's mobility base to federal and OEM opportunities.

### Why This Matters for the Arsenal Alliance

**Multi-stakeholder fluency.** Our innovation-district and place-based branding work proves we can establish industry leaders, governmental stakeholders, startups, educators, and municipalities under a credible brand, marketing and content strategy.

**EDO-ready toolkits.** We deliver practical templates—sector one-pagers, dynamic case studies, incentive sheets, press kits, impact reports, investor decks, partner guidelines and integrated digital strategies—that EDOs and chambers deploy for attraction, retention, and workforce initiatives.

**Defense literacy.** Our defense/adjacent portfolio means we speak the language of acquisition, tech transition, and industrial-base modernization—vital for aligning Alliance priorities to NDAA and programmatic pathways.

## Relevant Experience – McKeon Group.

**Arizona State University – Defense Knowledge, Enterprise and Space Force UPP.**

McKeon Group was engaged to position ASU as a key research partner for the newly created U.S. Space Force and expand its defense-R&D funding portfolio. Our (a) mapped Space Force university-engagement criteria; (b) built bipartisan congressional support performed the following: (c) Orchestrated onsite meetings with the Secretary of the Air Force, Chief of Space Operations, and S&T leaders; and (d) Drafted language and secured inclusion in FY 2022 NDAA report urging Space Force to adopt an academic partnership model.

**Results**

**ASU selected to the inaugural Space Force University Partnership Program** - one of only 11 institutions nationwide. \$45 million in new defense contracts and cooperative agreements awarded to ASU labs within 18 months. Established repeatable template for additional hypersonics and quantum-computing proposals under review.

**Relevance to Arsenal Alliance**

Demonstrates our ability to benchmark against national clusters, craft strategy, secure high-level DoD engagement, and land transformational funding for a regional innovation anchor.

**Bossier Parish Police Jury – Cyber Innovation Center & National Cyber Innovation Research Park**

McKeon Group was engaged to expand north-Louisiana's defense-oriented cyber cluster; safeguard and grow two expiring federal partnerships; align state, local, DoD, and industry stakeholders. Key actions included: (a) restructured DHS grant narrative to emphasize K-12 cyber-talent pipeline; secured bipartisan Hill champions; (b) negotiated a five-year, \$43 million Partnership Intermediary Agreement (PIA) with USAF Global Strike Command; and (c) led annual Washington "fly-ins," introducing parish officials to Armed Services, Appropriations and NDAA conferees.

**Results**

**Protected \$25 million in DHS Cyber Education grants** and expanded access to 30+ states. Secured \$18 million increase in FY 2024 NDAA plus authorizing language endorsing the Research Park model. Generated 1,100 new high-skill jobs and attracted three Fortune 500 defense primes to co-locate on-site.

**Relevance to Arsenal Alliance**

Highlights our ability to convene complex ecosystems, align federal funding streams with local assets, and deliver measurable results.

*Additional defense industrial base, Federal, State and Local References and Project Case Studies available on request.*

**The Partnership: Why We Collectively Exceeds Criteria**

RFP Requirement	McKeon Group Capability
15+ years defense-industry economic development experience	Founder & principals boast 30-40 years each in DoD authorizations, appropriations, and industrial base policy.
Proven success securing defense funding	>\$3 billion in contracts, grants, and earmarks since 2019; as well as development of local and state tax incentives for establishment of new manufacturing operations.
Senior stakeholder engagement & policy advocacy	Daily interaction with TACOM, GVSC, PEO CS&CSS; leadership served in senior White House, Commerce, DoD, Ambassadorial and committee roles.
Strategic planning & analytics	In-house research team led by former CRS defense analyst John Chwat positions clients through SWOT, benchmarking and KPI dashboards.
National & International relationships	Ties to NDIA, AUSA, NATO industrial Advisers and European defense clusters via Amb. Hoekstra.

## SECTION 02

## Detailed Workplan and Timeline

### Challenges

- **New Geo-Political Threats.** The Department of Defense is pivoting from the Global War on Terrorism to Great-Power Competition, reshaping procurement, missions, and tech priorities.
- **Office of Management and Budget – Procurement and Sustainment Squeeze.** High lifecycle costs and availability shortfalls (F-35) stress operations and management budgets, crowding room for new contracts unless proposals are affordability-proven and sustainment-savvy.
- **A Shift in the Relationship Between Government and Business.** DoD's first-ever National Defense Industrial Strategy (NDIS) elevates supply-chain resilience, workforce readiness, and faster acquisition—demanding tighter industry–government collaboration.
- **The Changing Nature of Warfare.** Rapid movement toward manned and unmanned teaming (MUM-T) (e.g., MQ-25) raises needs in software sustainment, secure communications, diagnostics and new training pipelines to support the jobs required to perform such. Nonetheless, autonomy/software sustainment roles outpace traditional pipelines—requiring fast credentialing and apprenticeship models with M-TEC and university partners.
- **A Shift to Smaller, Replicable Weapons Systems.** Budget and readiness tension between ACAT 1 and ACAT 2 programs which complicates tradeoffs and timing for new investments.
- **Decades of De-Industrialization.** National gaps in supply chains, manufacturing knowledge and workforce stemming from decades of de-industrialization, as well as increasingly inflexible acquisition due to an uncertain trade environment—raising the bar for suppliers to demonstrate resiliency, surge capacity, and talent pipelines.

- **Rapid Advancements in Autonomy.** Fast-moving autonomy and manned-unmanned teaming concepts. Navy/USAF programs (MQ-25; Collaborative Combat Aircraft, "CCA") are rapidly accelerating, and standards and vendor ecosystems are evolving—risking misalignment for late-moving regions.
- **Auto/EV/Trade Policy Uncertainty and Impact on Local Industry Resilience.** EPA's 2024 rule and subsequent shifts change capital expenditure timelines for local OEMs/suppliers, complicating planning for dual-use investments and workforce crossover. As such, capital plans at major plants (Warren/SHAP) are in flux; whether there is an openness to dual-use and retool-friendly projects to buffer volatility remains questionable.

### Reasons to Believe

- **One Campus for Programming, Contracting and R & D.** The Detroit Arsenal (Warren) concentrates Army ground-systems decision-makers: DEVCOM GVSC (Army's ground-systems R&D), TACOM (manages ~60% of the Army's equipment supply chain), and PEO GCS & PEO CS&CSS (program execution). Powered by the best technical, engineering and logistical minds, this co-location uniquely shortens feedback loops from R&D to acquisition to sustainment.
- **Unrivaled OEM anchors with Deep Engineering, Supply Chain, Logistics and Technical Benches.** General Dynamics Land Systems (Sterling Heights) headquarters and engineering campus sit on Mound Road, linking design, prototyping, and sustainment partners. GM's Global Technical Center (Warren) adds a 710-acre, 21k-employee engineering/design hub with test labs and advanced manufacturing know-how that routinely cross-pollinates into defense. Ford Sterling Axle Plant (Sterling Heights) and Stellantis Warren Truck Assembly embed large-scale machining, automation and vehicle assembly competencies the Alliance can tap for dual-use prototyping and surge production.
- **Adjacent Production Workforce and Training System, Tuned for Scale.** Macomb Community College (M-TEC) provides customized, employer-side training in robotics/automation, machining, and advanced manufacturing in a 40,600-square foot facility designed to mirror plant floors—ideal for

upskilling into autonomy, secure software-centric sustainment and power/propulsion.

- **Adjacent Innovation and Small-Business Launchpads.** Velocity (Sterling Heights SmartZone) and DC3S provide incubator space, coaching, and defense-focused convening within the Mound Road/Arsenal footprint—practical venues for Alliance-run supplier sprints, autonomy demos and SBIR/OTR acceleration.
- **Logistics and Supply Chain Advantages.** Situated on North America's busiest U.S.–Canada trade corridor (Ambassador Bridge) with additional capacity at Blue Water Bridge and the in-progress Gordie Howe International Bridge—critical for binational defense/auto suppliers moving components, test articles and tooling.
- **Recent Infrastructure Upgrades for Frictionless, On-Time Transit.** The Innovate Mound reconstruction (nine miles between I-696 and M-59) finished Dec 2023, boosting heavy-haul reliability for GDLS, the Arsenal and corridor suppliers.
- **Proximate Airfield and Mission Presence.** Selfridge Air National Guard Base (Macomb County)—home to the 127th Wing—delivers ~\$850M annual economic impact and broad joint-service presence; current mission evolution enhances long-term defense momentum in-county. Camp Grayling, the largest National Guard training facility in the United States, and on-site readiness exercises, such as Northern Strike, hosted in Michigan's National All-Domain Warfighting Center, provides real time testing opportunities with real warriors in combat-like settings.

## Opportunities to Explore

- **Program-Aligned Supplier Maps.** Build a matrix linking corridor firms to GVSC/TACOM/PEO needs (protection, power, digital engineering, autonomy), and to DoD "fast lanes". Consider using Anduril's Lattice for Mission Autonomy as a reference architecture to inventory and attract potential partners to co-locate in corridor and develop software, sensors, secure communications, and rocket-motor sub-tiers.
- **Software-Centric Sustainment Hub.** Stand up a secure upgrade/test cell near the Arsenal for diagnostics, cyber-hardened updates, and sensor

alignment—leveraging proximity to PEOs and corridor primes for rapid OTA cycles.

- **Sensitive Compartmented Information Facility.** Explore funding for construction of a SCIF to attract enterprises and contractors developing next generation of weapon systems and related technologies.
- **Workforce Modernization at Speed.** Co-design micro-credentials (autonomy tech, embedded systems, power/propulsion, secure comms) with M-TEC and primes; align cohort timing to near-term program gates (e.g., CCA test articles).
- **Federal Funding Stack, NDIS-aligned.** Package EDA/DoD/CDS requests around supply-chain resilience (test/cert labs, surge capacity) and workforce readiness, demonstrating how the Arsenal corridor de-risks delivery.
- **Brand, Story, Credentialing and Evidence.** Market the corridor's scale—\$3.21B defense contracts (2024), 47k direct jobs and 71k supported—through a unified BasedOn brand narrative tied to the rebuilt Mound corridor and bi-national logistics routes

## Project Objectives

### 1) Initiative Stand-Up and Governance for Efficient Communications and Confident Decision Making

**Owners:** AECOM (lead) • BasedOn, McKeon (support)

**Purpose:** Launch a disciplined program office, lock-in communication cadence and feedback looks, and ready data/inputs so Phase 1 can move fast.

**Evidence of completion:** Approved scope/schedule/deliverables (Word/PDF); stakeholder engagement plan (PDF); initial data request (Excel); comms calendar; kick-off agenda; meeting notes incl. branding/dashboard discovery insights.

### 2) Stakeholder Intelligence and Market Signal Capture (SE MI + DC) to Ensure We Place the Right Bets

**Owners:** AECOM (lead SE MI) • McKeon (lead DC) • BasedOn (visioning segment)

**Purpose:** Build a shared fact base and buy-in that directly informs strategy, brand, and federal asks.

**Evidence of completion:** 20–30 local interviews; up to 10 DC interviews; Workshop #1 SWOT; participation list (Excel); Engagement Summary Report (PDF).

### 3) A Resonate and Memorable Brand and Identity that Introduces and Credentials the Arsenal Alliance with the Right Decision Makers

**Owners:** BasedOn (lead) • AECOM (evidence, integration)

**Purpose:** Align leaders on "bold truths," then select positioning, architecture, and full identity to credential the Alliance with DoD, primes, suppliers, and talent.

**Evidence of completion:** Insights presentation; approved positioning and strategic framework; naming/architecture memo; working brand guidelines (strategy/verbal/visual/initial applications).

### 4) Analytics Baseline & Dashboard (Competitiveness, Peer Benchmarks, Workforce, Sites) to Track and Share Success, Demonstrating a Meaningful Return on Investment that can Attract Additional Organizational Funding

**Owners:** AECOM (lead) • BasedOn (dashboard UX)

**Purpose:** Quantify the corridor's strengths and gaps; publish a usable dashboard that tracks wins, jobs, capex, and pipeline.

**Evidence of completion:** Baseline analytic deck and blunt instrument reporting; dashboard wireframe; v1 dashboard; data hooks plan; final dashboard.

### 5) Federal Capture and Funding Stack (CDS/Programmatic + Grants + GA/PR cadence) to Secure New Contracts and Investment

**Owners:** McKeon (lead GA/Approps) • AECOM (grants, economics) • BasedOn (hill/agency comms/marketing/content tools and content strategy)

**Purpose:** Convert Alliance priorities into near-term submissions and wins—appropriations, programmatic requests, and competitive grants.

**Evidence of completion:** Opportunity tracker; CDS/programmatic packages; grant submissions supported; GA/PR briefings schedule; hearing/markup memos; quarterly Policy Briefing and annual Legislative Day marketing and communications kit.

### 6) Implementation & Market Conversion (Suppliers, Workforce, Sites, Summits)

**Owners:** AECOM (lead implementation) • BasedOn (brand activation, site/tenant marketing) • McKeon (federal doors)

**Purpose:** Turn brand + analysis into jobs and investment via supplier readiness, workforce pipelines, site enablement, and high-visibility convenings, such as the annual Arsenal

Defense Summit as well as quarterly Policy Briefings and annual Legislative Day events.

**Evidence of completion:** Final strategy (PDF); initial public website; supplier with program matrix; readiness scorecards; workforce MOUs; site-readiness packages; summit agendas/content/marketing materials; year-2 and year-3 marketing and content strategy.

## Scope of Work

### Phase 1 – Months 1-7, Contingent on Expedient and Decisive Stakeholder Input and Approval

#### Task 1. Project Kick-off & Project Management

##### 1.1 Project Kick-off

The team will facilitate a virtual two-hour kick-off meeting to discuss project vision, goals and outcomes, and confirm project timelines, engagement framework, and goals around branding. We will prepare the following:

- A copy of the agreed-upon scope of work, project schedule and list of deliverables (Word/PDF)
- Draft stakeholder engagement plan for discussion prior to Task 3 kick-off (Word/PDF)
- An initial data request list (Excel)

We will finalize the communication schedule, including confirming dates for status report meetings and stakeholder touchpoints.

##### 1.2 Project Management

As Phase I work efforts are assumed to span an initial seven-month period, AECOM will facilitate 30-minute virtual bi-weekly status meetings (up to 24) for the duration of the Phase 1 schedule, to sustain focus on work in progress, provide insight regarding initial stakeholder feedback and assumptions that will shape the analysis and address action items and next steps.

##### Deliverables:

- Draft/Final kick-off meeting agenda, prepared by AECOM, with BasedOn and McKeon Group input, and approved by client (Email)

- Final project timeline/schedule of deliverables, including a schedule of meetings and key touchpoints as well as initial KPI / metrics to track
- Draft stakeholder engagement plan, including initial outreach and development of advisory councils and working groups (PDF)
- List of requested data/information (Excel)
- Notes on initial discussions around branding and dashboard development (see Task 2) (PDF)

Timing: Month 1 project kick off and ongoing project management over initial seven-month period.

## Task 2. Branding and Marketing Strategy, Part 1

### 2.1 Brand Strategy – Discovery

Our partners at BasedOn will initiate research to identify a set of shared, bold truths to align stakeholders on a clear brand strategic framework for the Arsenal Alliance. Tactics and deliverables include:

#### Tactics:

- **Market Research / Industry Immersion** - review of key industry trends; review of Industry Analysis Report; industry trade publications and white papers
- **Brand Assessment / Organization Research** - review of strategic plan and research and inputs; review of current brand / marketing / communications materials; 1:1 stakeholder interviews (x20); board member interviews (x5)
- **Summary of Findings** - synthesize learnings findings into summary form and Insights Presentation outlining brand recommendations, presented to Arsenal Alliance leadership and stakeholders
- **Leadership Visioning Session** - Evolve the current Arsenal Alliance vision, mission, goals along with target audiences, industry opportunities and challenges. Aligning on success criteria

Timing: Month 1 - 3

#### Deliverables:

- **Summary of Findings (Market Research, Brand Assessment, Organizational Research, Stakeholder Interviews)**

- **Insights Presentation**
- **Leadership Brand Visioning Session**

### 2.2 Brand Strategy – Positioning

Our partners at BasedOn will then develop (1) a brand strategic framework to clearly position Arsenal Alliance as a leading thought leader and driver of economic growth and (2) coordinate a series of leadership reviews to ensure alignment on positioning and brand architecture needed to realize a cohesive, unified message across all the alliance members and stakeholders. Tactics and deliverables include:

#### Tactics:

- **Landscape Audit, Audience Personas, Journey Maps** – tools to help align on better defining purpose and positioning
- **Brand Purpose Concept Development** - develop up to 3x purpose directions that align with Arsenal Alliance's revised mission, vision and goals for review; present to Arsenal Alliance leadership team; align on a single purpose direction and positioning concept
- **Brand Strategic Framework** - define and align on one brand archetype, brand purpose, brand character, brand promise and brand pillars that align with Arsenal Alliance's mission, vision and goals, taking input from the leadership team
- **Brand Strategic Framework Overview and Presentation** - document findings, present for feedback and final approvals from Arsenal Alliance leadership team
- **Naming Evaluation / Development** - exploration of different naming types and structures for Arsenal Alliance and its related programs; prescreening and disaster checks; presentation of names; alignment to naming approach across stakeholders
- **Architecture** - Develop brand architecture model scenarios for review and input. To include target audiences, initiatives, programs that align with the brand strategy – an architecture that enables the Arsenal Alliance to develop and add new programs and services as it evolves. Present and discuss how the brand strategy fits the brand architecture and align on the appropriate sub-brand structure

Timing: Months 4 - 6

**Deliverables:**

- **Landscape Audit, Audience Personas and Journey Map Exercise**
- **Brand Positioning Concepts**
- **Brand Strategic Framework (Brand Purpose, Brand Promise, Brand Pillars)**
- **Naming Evaluation / Recommendations**
- **Brand Architecture – Master & Sub-brand Structure**

**2.3 Verbal & Visual Identity Development**

Our partners at BasedOn will then develop a verbal and visual language – a distinctive set of stories and symbols – that will introduce, establish and credential the Arsenal Alliance with target audiences in D.C. and beyond.

- **Verbal Identity** - develop voice and tone, messaging, brand narratives, pitch statements to reflect vision, mission, purpose and objectives outlined in Arsenal Alliance's planning documents and as translated via the brand strategic framework; complete long and short form narratives and brand statements / messaging for both the master brand and potential sub-brands
- **Visual Identity** - logo, visual elements, visual language, design principles, design systems and visual assets to reflect the brand architecture uncovered during naming / architecture phase; primary / secondary color palette; patterns / textures; iconography system and sample infographic templates; photography style
- **Sample Applications** - develop sample mock-up applications / design inspirations demonstrate visual and verbal range of Arsenal Alliance's brand platform (i.e., website landing page, social, impact report, letterhead, promotional materials, etc.)
- **R1 Presentation to Arsenal Alliance leadership for alignment/approval of verbal/visual design**
- **R2 Presentation to review refinements from R1 Presentation and secure final approval from Arsenal Alliance Leadership**

Timing: Month 6 - 8

**Deliverables**

- **Initial Brand Assets (Strategic Framework, Verbal Identity, Visual Identity)**
- **Initial Internal Launch Strategy**

- **Initial External Launch Strategy**

**2.4 Initial Dashboard & KPI Tracking**

Digital dashboards allow for more flexibility in data visualization to present complex analyses in a concise manner. As part of kick off efforts, we will begin conversations around how existing platforms can be used or if a new dashboard should be developed and hosted. Once the preference for hosting has been determined, the team will develop a wireframe that identifies:

- IT security requirements
- Locations of the different types of content (raw tabular and geospatial data, visualized/curated data, etc.).
- User functionality (internal vs. external).
- Basic style and format (filters, features, categories, etc.).

BasedOn will design a working wireframe, and subsequent dashboard(s), for stakeholder and public understanding to offer transparent insights into regional defense industry trends and future opportunities. The wireframe will be shared with client staff for review and revision. Upon confirmation of the wireframe, the team will develop the initial dashboard(s). After the second draft is completed, we will host a virtual one-hour review session to collect feedback for necessary changes such that the dashboard can not only answer internal key questions but also track metrics that clarify progress toward goals. This final review will ensure that inputs can be translated into use cases and a final design. Upon confirmation we will finalize the dashboard for incorporation into the existing site. Where applicable, we will tailor it to allow for automated updates of key metrics if appropriate.

Timing: Months 1 - 12

**Deliverables:**

- Initial Reporting Framework (Excel), Outlining KPI to Track
- Populated Reporting Framework (Excel), with Key Data Points
- Draft Wireframe for Digital Dashboard (PPT)
- Workplan for Final Digital Dashboard implementation

**Task 3. Stakeholder Engagement Plan**

This task outlines our proposed approach to initial stakeholder engagement which will support economic

development, DoD engagement, and branding efforts. In our experience, stakeholder engagement should not only inform project outcomes; it should also initiate important conversations regarding future decisions for increasing action around redevelopment, repositioning, nurturing growing industries, and building a more robust entrepreneurial ecosystem, among other topics.

Engaging key stakeholders early and often will help facilitate buy-in and encourage a smooth transition from project process to implementation. The list of stakeholders will also be determined through conversations with the client team; however, it is assumed that it will include two tiers of entities:

#### **Tier 1 – Local and Regional insight**

- Major employers including defense contractors, business owners and corporate leaders
- Elected leaders across local, regional, and state level political leaders
- Regional authorities
- Industry groups & associations
- Community & regional foundations
- Real estate brokers and developers
- Academic institutions, including K-12 & STEM
- workforce intermediaries
- Supply chain/transportation

#### **Tier 2 – National Insight**

- Federal congressional delegations
- Department of Defense
- DARPA

The stakeholder process will unfold across parallel workstreams:

**Workstream 1:** Following project kick off and initial meetings with the client to identify key stakeholders, we will initiate virtual 1-on-1 and small group meetings to lay the groundwork for the effort. These initial meetings will be virtual and one hour in length and focus on strategic questions, as well as collection of tactical insights which will support the effort. We expect that 20-30 initial virtual interviews will be conducted with organizations in SE Michigan. Our project partner, McKeon Group, will also

initiate parallel stakeholder meetings in Washington D.C. to provide clarity regarding the evolving context regarding DoD procurement positioning; up to 10 initial interviews are anticipated in DC. This will result in the development of a Stakeholder Advisory Council.

Timing: Month 1

**Workstream 2:** AECOM proposes an in-person one-day stakeholder workshop at the beginning of the effort which would begin with a short presentation describing the project, process and goals for stakeholder engagement, followed by targeted focus group discussions. Outcomes from the initial workshop will be packaged around economic strengths, weaknesses, opportunities, and threats/challenges (SWOT). A portion of this workshop will be allocated to the Leadership Brand Visioning Session that our partners at BasedOn will lead.

Timing: Month 2

**Workstream 3:** following the initial workshop, the Team will conduct an additional 20-30 1-on-1 virtual follow-up discussions with stakeholders who are unable to attend the workshop, or who are identified by other stakeholders during initial conversations.

Timing: Month 3-4

#### **Deliverables:**

- Draft/Final Engagement Summary Report, documenting community input (PDF)
- Summarized meeting minutes regarding outcomes from all stakeholder engagement, with a primary focus on strengths (PDF)
- Formalized workshop participation list which can be replicated in planned industry forums. (Excel)
- Workshop #1 synthesis of initial findings (PDF)
- Launch Stakeholder Advisory Council

The stakeholder engagement process will require close collaboration between the AECOM Team and the Client to facilitate initial outreach to potential stakeholders.

## **Task 4. Industry Analysis**

### **4.1 Regional Competitiveness**

Evaluate demographic trends (population, household structure, educational attainment, income) in context with employment by industry data to validate pre-2020 and current trends for Sterling Heights, Warren, Macomb

County and the region. This data will be used to identify existing and emerging industry clusters driving economic growth across advanced manufacturing industries. We will leverage in-house analytical tools to explore alignment between industry clusters and end markets with high potential for growth in anticipation of industry-specific strategy development across later phases of this project.

The industry analysis will also consider the depth and capacity of existing innovation ecosystems across SE Michigan, inclusive of facilities for incubation and acceleration, civic and community partners, anchor private sector employees, funders and workforce support, and their connections to defense contracting. The ecosystem mapping exercise will consider the role of organizations and capabilities in Warren and Sterling Heights as well.

Timing: Month 1

#### 4.2 Peer Regions Framework

Identify an initial list of up to 10 regions with similar economic, demographic, and geographic characteristics, with the aim of down-selecting to a short list of five for detailed analysis. The effort will focus on regions which have a concentration in DoD related procurement activity, and / or research and development activity. The benchmarking effort will yield:

- Lessons learned and best practices to emulate related to standing up new economic development organizations
- Roles of higher education & R&D assets
- Implementation tools, policies, and incentives, etc.
- Innovative/creative marketing efforts,
- Leadership & stakeholder buy-in
- Organizational capacity-building

The team will leverage tools such as USAspending.gov to aggregate defense contract spending by place of performance in Macomb County in context with peer regions for specific types of procurement which either have been sustained for the region or are currently emerging within DoD. We will summarize historic trends regarding contracts by place of performance, contractor, dollar value, and type of service or good. Outcomes and competitive positioning will inform the strategy.

Timing: Month 1

#### 4.3 Workforce Preparedness and Availability:

Summarize trends regarding the available labor force in Macomb County relative to the region. We will map interdependent relationships between existing firms and assets and identify R&D initiatives by educational institutions to better understand existing synergies and the potential to build additional workforce development opportunities. Data analyzed will include:

- Educational attainment, skills, and top occupations
- Workforce growth and change including labor force participation and employment / unemployment
- Regional and corridor-level commuting patterns,
- A catalogue of training programs (including STEM), apprenticeships, and certifications supported by regional workforce intermediaries, inclusive of high schools, community colleges and universities

Timing: Month 2

#### 4.4 Industrial Real Estate & Infrastructure Conditions

Evaluate commercial and industrial real estate markets across Macomb County in context with SE Michigan considering growth in demand for space, opportunities for development / redevelopment, the supply of ready-to-go sites (i.e., shovel-ready sites), rents, land/building values, connections between housing stock and workforce availability, and challenges facing small local businesses and start-ups in leasing affordable space. Includes an assessment of regional business and industrial parks/sites availability, infrastructure, utilities and zoning to identify site readiness opportunities.

Timing: Month 2-4

#### Deliverable:

- Draft 30-Day Arsenal Alliance Blueprint: Initial market analysis, benchmarking against comparable corridors (Huntsville, Tampa, Austin), and initial federal opportunity matrix (Month 2)
- Draft and Final reports (PDF) for client review, formatted as a PowerPoint style document, and used as a basis for future presentations, as well as the final Phase 1 deliverable. Once finalized, the report will serve as the launching point for Task 5 – Visioning and Strategy Development (< month 4)

## Task 5 Visioning and Strategy Development

Incorporate stakeholder input with insight gained from previous tasks to document strengths, opportunities and challenges linked to the proposed effort. Considerations may also include:

- Trends regarding defense contracting relative to competitive metros
- Strength of existing industry clusters and alignment with end markets positioned for growth
- Role and capacity of existing entrepreneurial and workforce development assets
- Impact of housing availability on workforce access
- Formalization of roles for advisory councils and working groups
- Formalization of engagement with DoD
- Organizational capacity to support economic development and standup a new organization.
- Discussion of the economic value created by investment in the Arsenal Alliance, such that the ROI associated with investment in the effort is obvious to stakeholders.

Timing: Months 4-8

### Deliverables:

- Draft Comprehensive Strategic Plan and PowerPoint presentation for review (PDF)
- Hosted workshop #2 and consolidated insights (PDF)

## Task 6. Branding and Marketing Strategy, Part 2

### 5.1 Launch Planning and Collateral Development

Our partners at BasedOn will develop the following assets required to introduce the Arsenal Alliance brand and support the Arsenal Defense Summit.

### Tactics:

- **Stakeholder Review** - review list of assets to be delivered, per initial internal and external roll out strategies, against recent vision and strategy documents drafted by AECOM and against recommendations from McKeon; identify whether there are missing assets, update accordingly
- **Asset Development** – develop assets as required by revised internal and external roll out strategies

- **R1 Review of Assets** - review R1 assets with stakeholders, incorporate stakeholder feedback
- **Final Assets** – deliver final assets to stakeholders, deploy across proper channels

Timing: Months 9-11

### Deliverables:

- **Splash Page Introducing the Arsenal Alliance** (see <https://michiganshealthcore.com/> for an example)
- **Email CRM Set Up**
- **Email Templates (x5)**
- **Social Mastheads and Logos (Instagram and LinkedIn)**
- **Arsenal Defense Summit Splash Page and Collateral (virtual program guide, on-site horizontal (x3 variations) and vertical (x3 variations) signage)**
- **Up to x2 social posts per week designed to introduce Arsenal Alliance to expanded network of stakeholders**

## Task 7. Final Strategy, Expanded External Launch and Arsenal Defense Summit Planning

The final element of Phase 1 will be a final strategy document, expanded external launch activities, with an emphasis of increasing visibility in Washington D.C., and organizational framework for the Arsenal Defense Summit. We will work closely with the Client to identify the venue for the final summit, develop the necessary presentation materials. Our expectation is that the actual summit event will occur in our 2<sup>nd</sup> phase of work, outlined further below, once sufficient consensus has been reached across key narratives that will drive the study.

The final deliverable and summit effort will incorporate all elements of the brand strategy developed-to-date and will serve as an opportunity to pressure test brand, business and organizational objectives against a network of influential stakeholders prior to formalization.

Timing: Month 9-12

**Deliverables:**

- Comprehensive Strategic Plan and supporting Industry Analysis Report summarizing the core elements of a defense cluster strategy for Warren and Sterling Heights. (PDF)
- Updated KPI Dashboard
- Draft Stakeholder Progress Report and Strategic Transition Plan
- Draft Impact Report Submit at least three federal-funding applications or earmark proposals aligned with Alliance goals

**Phase 2 – Months 9-12****Task 1. Project Kick-off & Project Management****1.1 Project Kick-off**

The team will facilitate a kick-off meeting to discuss year 2 vision, goals, initiative objectives and desired outcomes, and confirm project timelines. AECOM will confirm the agreed-upon scope of work, project schedule and deliverables (Word/PDF) for Phase 2. We will also finalize the communication schedule, including confirming dates for status report meetings and stakeholder touchpoints. One core goal of Phase 2 will be final planning and implementation of the inaugural Arsenal Defense Summit.

**1.2 Project Management**

Phase 2 work efforts are assumed to span a four-month period. AECOM will facilitate 30-minute virtual bi-weekly status meetings (up to 12), to sustain focus on work in progress, address action items and next steps.

**Deliverables:**

- Kick-off meeting agenda, prepared by AECOM and approved by client (Email)
- Final project timeline/schedule of deliverables, including a schedule of meetings and key touchpoints (Word)
- Plan for updating KPI Dashboards (PDF)

**Task 2. Strategy Refinement Process****2.1 Refinement**

While the precise nature of Phase 2 work efforts will evolve out of the Phase 1 Process, we expect that Phase 2 will

need to include additional visioning efforts. We anticipate 5-10 individual / small group meetings in SE Michigan as well as additional engagement in DC to plan and implement the Arsenal Defense Summit, and to focus attention on basic questions involved in standing up the Arsenal Alliance including:

- Who is our project champion and who are our project partners?
- What is the business plan to ensure a financially sustainable future for the Alliance organization, and does the organization need to be place-based (a physical address), or more of a conduit?
- How does the Alliance interact with existing workforce intermediaries?
- How does the Alliance formalize its connections with DoD agencies?

The refinement process also assumes that we will:

- Update the project KPI dashboard, including new data on changes in manufacturing employment and new procurement wins
- Formalize and launch needed advisory committees and working groups
- Pursue grants through federal agencies such as EDA and OEA as well as local and state sources.
- Formalize engagement plan with workforce intermediaries.
- Clarify relationships with supporting organizations and work towards MOU's
- Revisions to the Comprehensive Strategic Plan and supporting Industry Analysis Report. (PDF)
- Revisions to the Stakeholder Progress Report, Strategic Transition Plan, and the Revisions to the Impact Report (PDF)

**2.2 Inaugural Arsenal Defense Summit**

Following detailed planning efforts, including selection of the appropriate venue, agenda setting and invitation lists, the team will lead implementation of the actual event.

**Task 3. Brand, Marketing and Communications****3.1 Expanded Brand Rollout and Demand Generation**

Our partners at BasedOn will use feedback from initial awareness efforts and the Arsenal Alliance to finalize the

brand guidelines and develop a sustained demand generation strategy.

#### Tactics:

- **Stakeholder Review** – review and revise year 2-content strategy to align with transition plan developed by AECOM, update list of assets to be delivered based on stakeholder needs required by updated plan and McKeon Group recommendations; identify whether there are missing assets
- **Asset Development** – develop assets as required by revised year-2 content strategy.
- **R1 Review of Assets** - review R1 strategies and assets with stakeholders, incorporate stakeholder feedback
- **Final Assets** – deliver final assets to stakeholders, deploy across proper channels

Timing: Months 12-18

#### Proposed Deliverables:

- **Brand Identity Guide Development** - Develop the usage guidelines that include strategy, verbal and visual sections, host online on standards site for simple, yet secure and managed, stakeholder access
- **Expanded Internal and External / Partner Launch Presentations and Speakers Bureau / Stakeholder Trainings**
- **Initial Impact Report (up to 4-pages)**
- **Enhanced Website (see <https://sionpower.com/> for recent work example)**
- **Dynamic Email Templates (x5)**
- **Final year-2 Content Strategy and Media Plan (x1) Outlining Content to Post, When to Post It, Where to Post It**

### 3.1 Sustained Communications and Content Support

Timing: Months 12-24

#### Deliverables

- **Up to x2 Social Posts / Week, Per Content Strategy**
- **1x Thought Leadership Feature / Month, Per Content Strategy**

- **2x Email / Month, Per Content Strategy**
- **Electronic Invite and Program Design for Quarterly Policy Briefings**
- **Pre and Post Policy Briefing social posts (x2 pre and x2 post)**
- **Pre and Post Policy Briefing Emails**
- **Electronic Invite and Program Design for Annual Legislative Day**
- **Pre and Post Legislative Day Social Posts (x3 pre and x3 post)**
- **Pre and Post Legislative Day Emails**
- **Revise Alliance Defense Summit Invite, Microsite, Program and On-Site Materials for Second Annual Summit**

## Phase 3 – Months 13-24

### Task 1. Project Kick-off & Project Management

#### 1.1 Project Kick-off

The team will facilitate a kick-off meeting to confirm goals, outcomes, and project timelines. AECOM will prepare the agreed-upon scope of work, project schedule and list of deliverables and finalize the communication schedule, including confirming dates for status report meetings and stakeholder meetings.

### Task 2. Strategy Implementation Process

#### 2.1 Implementation

While the precise nature of Phase 3 work efforts will evolve out of prior work efforts, we expect that Phase 3 will be all about implementation, so sustaining:

- Updates to dashboards and KPI's
- Developing presentation content to support the Arsenal's role in regional economic & workforce development
- Supporting industry meetings to sustain engagement and support growth in regional innovation ecosystems
- Supporting engagement in Washington DC.
- Support manufacturers in accessing DoD procurement opportunities which align with regional differentiators and workforce capabilities.

- Develop grant opportunities to respond to challenges identified through prior efforts, possibly across infrastructure, real estate, or workforce training gaps.
- Support planning and content for the 2<sup>nd</sup> Annual Arsenal Defense Summit

### Task 3. Brand, Marketing and Communications

#### 3.1 Expanded Brand Rollout and Demand Generation

Our partners at BasedOn will use feedback from initial awareness efforts and the Arsenal Alliance to finalize the brand guidelines and develop a sustained demand generation strategy.

##### Tactics:

- **Stakeholder Review** – review and revise year 2-content strategy to align with transition plan developed by AECOM, update list of assets to be delivered based on stakeholder needs required by updated plan and McKeon Group recommendations; identify whether there are missing assets
- **Asset Development** – develop assets as required by revised year-2 content strategy.
- **R1 Review of Assets** - review R1 strategies and assets with stakeholders, incorporate stakeholder feedback
- **Final Assets** – deliver final assets to stakeholders, deploy across proper channels

Timing: Months 12-18

##### Proposed Deliverables:

- **Brand Identity Guide Development** - Develop the usage guidelines that include strategy, verbal and visual sections, host online on standards site for simple, yet secure and managed, stakeholder access
- **Expanded Internal and External / Partner Launch Presentations and Speakers Bureau / Stakeholder Trainings**
- **Initial Impact Report (up to 4-pages)**
- **Enhanced Website (see <https://sionpower.com/> for recent work example)**
- **Dynamic Email Templates (x5)**

- **Final year-2 Content Strategy and Media Plan (x1) Outlining Content to Post, When to Post It, Where to Post It**

#### 3.2 Sustained Communications and Content Support

Timing: Months 12-24

##### Deliverables

- **Up to x2 Social Posts / Week, Per Content Strategy**
- **1x Thought Leadership Feature / Month, Per Content Strategy**
- **2x Email / Month, Per Content Strategy**
- **Electronic Invite and Program Design for Quarterly Policy Briefings**
- **Pre and Post Policy Briefing social posts (x2 pre and x2 post)**
- **Pre and Post Policy Briefing Emails**
- **Electronic Invite and Program Design for Annual Legislative Day**
- **Pre and Post Legislative Day Social Posts (x3 pre and x3 post)**
- **Pre and Post Legislative Day Emails**
- **Revise Arsenal Defense Summit Invite, Microsite, Program and On-Site Materials for Second Annual Summit**

### Task 4. Year-2 Government Affairs and Public Relations

#### 4.1 Project Kick-off and Execution

The team will facilitate a kick-off meeting to confirm goals, outcomes, and project timelines. AECOM will prepare the agreed-upon scope of work, project schedule and list of deliverables and finalize the communication schedule, including confirming dates for status report meetings and stakeholder meetings.

##### Proposed Deliverables:

- **Quarterly Policy Briefing** – Opportunity in D.C. for members of Stakeholder Council to brief policy and decision makers on Arsenal Alliance objectives, priorities, assets, and needs

- **Annual Legislative Day** – Opportunity in D.C. for expanded group including members of Stakeholder Council and key business and governmental leaders in Macomb County to brief policy and decision makers on Arsenal Alliance objectives, priorities, assets, and needs, with emphasis on connecting with leadership in the Department of Defense / War, the Office of Management and Budget and Congress
- **Coordinate Stakeholder Presence at Key Regional Events** – Opportunity to connect members of Stakeholder Council and amplify work of Arsenal Alliance through strategic presence at local and regional industry events, including: MDEX (on or around April 8-10); Northern Strike (on or around August 2); GVSETS (on or around August 12-14); NGAUS Conference & Expo (on or around August 22-25); AUSA Annual Meeting & Expo (on or around October 13-15); I/ITSEC (December 1-5)

## Phase 4 – Months 25-36

### Task 1. Project Kick-off & Project Management

#### 1.1 Project Kick-off

The team will facilitate a kick-off meeting to confirm goals, outcomes, and project timelines. AECOM will prepare the agreed-upon scope of work, project schedule and list of deliverables and finalize the communication schedule, including confirming dates for status report meetings and stakeholder meetings.

### Task 2. Strategy Implementation Process

#### 2.1 Implementation

While the precise nature of Phase 4 work efforts will evolve out of prior work efforts, we expect that Phase 4 will be all about implementation, so sustaining:

- Updates to dashboards and KPI's
- Refining presentation content to support the Arsenal's role in regional economic & workforce development
- Supporting industry meetings to sustain engagement and support growth in regional innovation ecosystems
- Supporting engagement in Washington DC.
- Support manufacturers in accessing DoD procurement opportunities.

- Develop grant opportunities
- Support planning and content for the 3<sup>rd</sup> Annual Arsenal Defense Summit.

### Task 3. Brand, Marketing and Communications

#### 3.1 Expanded Brand Rollout and Demand Generation

Our partners at BasedOn will review marketing performance realized over the past year with Arsenal Alliance stakeholders to inform year three objectives for a sustained demand generation strategy.

##### Tactics:

- **Stakeholder Review** – review year-2 performance and proposed year-3 content strategy as well as list of assets to be delivered, per scope; identify whether there are missing assets
- **Asset Development** – develop assets as required by revised year-2 content strategy.
- **R1 Review of Assets** - review R1 strategies and assets with stakeholders, incorporate stakeholder feedback
- **Final Assets** – deliver final assets to stakeholders, deploy across proper channels

##### Deliverables:

- **Year-3 Content Strategy and Media Plan (x1) Outlining Content to Post, When to Post It, Where to Post It**

Timing: Months 23-24

#### 3.3 Sustained Communications and Content Support

Timing: Months 24 - 36

##### Deliverables

- **Up to x2 Social Posts / Week, Per Content Strategy**
- **1x Thought Leadership Feature / Month, Per Content Strategy**
- **2x Email / Month, Per Content Strategy**
- **Electronic Invite and Program Design for Quarterly Policy Briefings**
- **Pre and Post Policy Briefing social posts (x2 pre and x2 post)**
- **Pre and Post Policy Briefing Emails**

- **Electronic Invite and Program Design for Annual Legislative Day**
- **Pre and Post Legislative Day Social Posts (x3 pre and x3 post)**
- **Pre and Post Legislative Day Emails**
- **Revise Arsenal Defense Summit Invite, Microsite, Program and On-Site Materials for Second Annual Summit**

- **Quarterly Policy Briefing** – Opportunity in D.C. for members of Stakeholder Council to brief policy and decision makers on Arsenal Alliance objectives, priorities, assets, and needs
- **Annual Legislative Day** – Opportunity in D.C. for expanded group including members of Stakeholder Council and key business and governmental leaders in Macomb County to brief policy and decision makers on Arsenal Alliance objectives, priorities, assets, and needs, with emphasis on connecting with leadership in the Department of Defense / War, the Office of Management and Budget and Congress
- **Coordinate Stakeholder Presence at Key Regional Events** – Opportunity to connect members of Stakeholder Council and amplify work of Arsenal Alliance through strategic presence key events

**Task 4. Government Affairs and Public Relations**

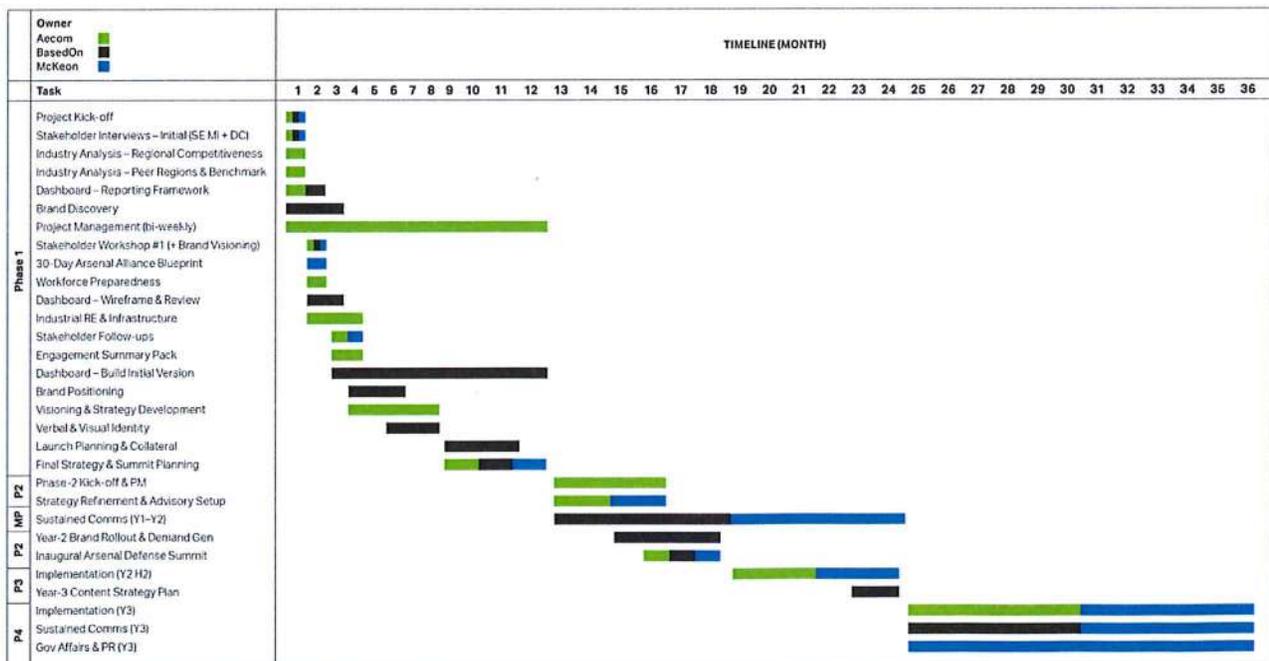
**4.1 Year-3 Government Affairs Kick-off and Execution**

The team will facilitate a kick-off meeting to confirm goals, outcomes, and project timelines. AECOM will prepare the agreed-upon scope of work, project schedule and list of deliverables and finalize the communication schedule, including confirming dates for status report meetings and stakeholder meetings.

**Proposed Deliverables:**

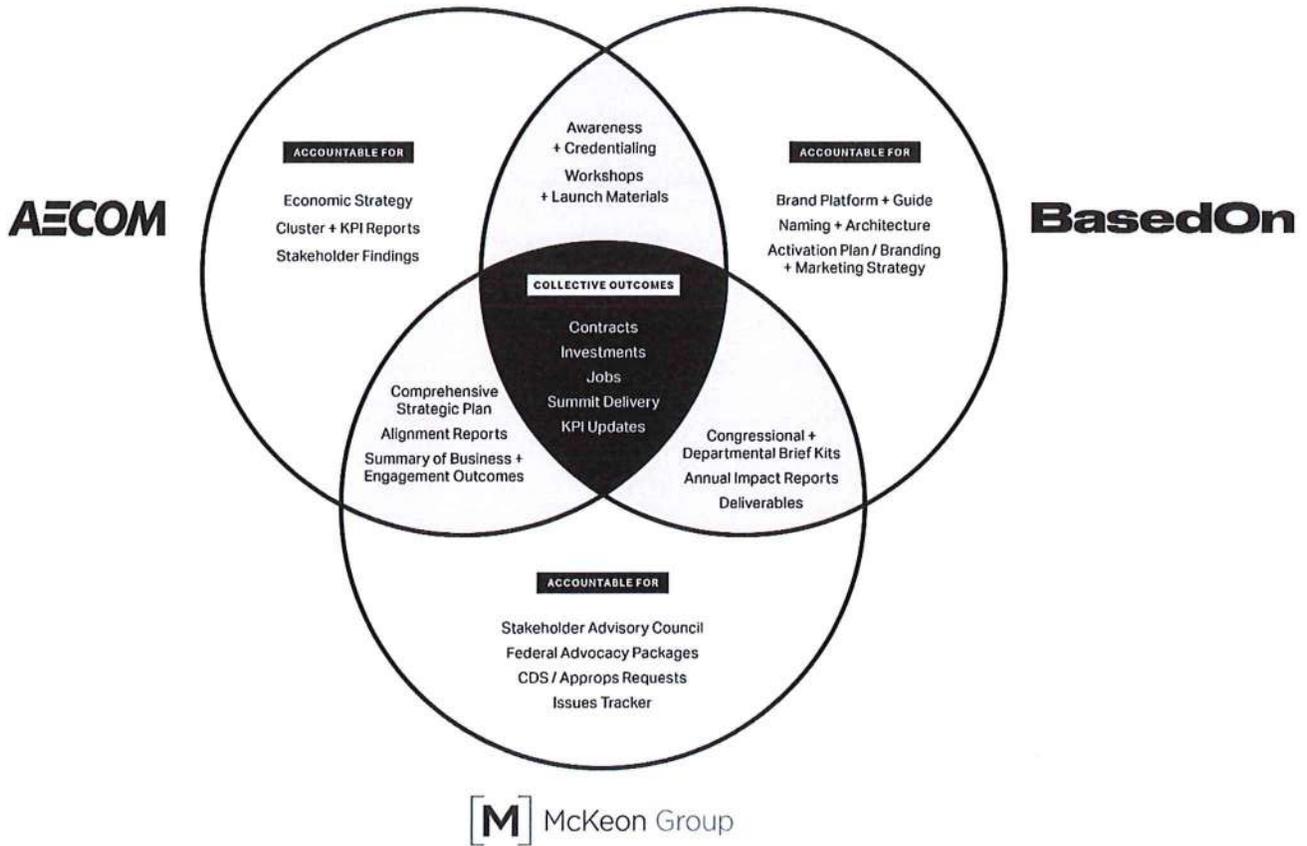
SECTION 03

**Project Schedule, Visualized**



SECTION 04

# Partnership Structure and Overview, Visualized



SECTION 05

## Conclusion – Closing Notes from Our Partners

**Howard P. "Buck" McKeon**

Chairman & Chief Executive Officer

The McKeon Group, Inc.

675 N Washington St., Ste 340

Alexandria, VA 22314

September 15, 2025

Dear Mr. Skurda,

The Arsenal Alliance will only succeed if its advisor pairs deep Washington influence with hands-on expertise in defense-industry economic development. **As the only active federal advocacy firm led by a former Chairman of both the House Armed Services and House Education & Workforce Committees**, the McKeon Group offers exactly that combination.

While many boast their relationships and access to policy makers and defense industry here in Washington DC and around the world, few have actual influence to execute the most challenging defense contracts, defense appropriations and policy and ability to advance complex defense industrial base and manufacturing opportunities. The McKeon Group is widely recognized as a firm that carries the highest level of influence in the defense industry as Chairman McKeon and the firm commands the highest level of insight, relationships, access forward thinking strategy and above all else – influence.

Beyond Washington DC and internationally, the firm has a robust experience in working with States and local communities that have sought to broaden their footprint and level of engagement with the defense industrial base, as we have successfully partnered with communities in California, Alabama, Texas, Indiana and Oklahoma.

- **Unmatched defense credibility.** Chairman McKeon's 22-year Congressional career included writing and stewarding 14 National Defense Authorization Acts that shaped today's ground-combat, industrial-base, and STEM-education landscapes. Our principals serve on the Board of the National Defense Industrial Association and maintain daily working relationships with TACOM, ACC-DTA, PEO GCS, GVSC, and all major primes and several defense tech innovators and suppliers as well as US

allied nations and States and local communities from across the US.

- **Proven funding track record.** In the last four years alone, we secured more than \$3 billion in DoD contracts, Congressional Directed Spending, and federal grants for universities, municipalities, and cyber-innovation hubs—often within new or evolving programs such as Space Force UPP and Defense Community Infrastructure Pilots. McKeon Group works closely with defense firms that seek board support and resources from the federal government, and we have wide-ranging experience and a proven track record of delivering results with a quantifiable impact for our clients. We have deep insights into the Congressional Appropriations process as well as Pentagon programs from the Defense Innovation Unit and the office of Strategic Capital.
- **Cluster-building experience.** Our team has guided the Bossier Parish Cyber Innovation Center, Arizona State University's defense knowledge enterprise, and multiple California cities in standing up coordinated public-private ecosystems that mirror the Arsenal Alliance's objectives. The firm has also represented defense manufacturers as they have sought new locations to expand their operation too, and we have worked with local and state leaders to develop various economic and tax incentives to attract new defense industry that grew communities job opportunities.
- **Michigan roots and reach.** Ambassador Pete Hoekstra, former House Intelligence Committee Chair and U.S. Ambassador to the Netherlands, remains one of Michigan's most respected defense and economic voices. His relationships with the state's delegation and the Dutch defense-tech community further extend the Alliance's transatlantic reach. The firm has extensive and exceptional working relationships with many of Michigan's current Congressional Delegation, including Rep. Jack Bergamn, Rep. Debbie Dingell, Rep. John James, Rep. Lisa McCalin, and Rep. Haley Stevens as well as the two Senators from Michigan. Additionally, we work very closely with the Michigan Defense Center team in the MEDC and its Director, Mr. Mark Ignash.
- **Insight into key reorganization of funding.** In the next Congress the House Armed Services Committee (HASC) and Senate Armed Services

Committee (SASC) will be reorganizing their committees to fund our national governments resources for defense priorities. McKeon Group founder, Chairman McKeon has been in communication with both Chairs of the HASC and SASC on how to efficiently achieve the reorganization. Making McKeon Group and its Principles as trusted resources to current member of Congress.

We appreciate the Cities' commitment to transform Southeast Michigan into America's premier defense corridor and stand ready to deliver the strategic planning, stakeholder convening, federal advocacy, workforce coordination, and branding expertise outlined in your RFP.

Thank you for your consideration. We look forward to discussing how the McKeon Group can power the Arsenal Alliance from concept to national model.

Sincerely,

**Howard P. "Buck" McKeon**  
Chairman & CEO

**Matthew Clayson**  
Managing Director  
Based On  
400 Grand River Avenue, Suite 200  
Detroit, MI 48226  
September 15, 2025

Greetings:

**Together, we present a winning team with a winning approach.** We share the knowledge, experience and relationships to position the arsenal alliance for a future of success and growth in an era of rapidly evolving technology, threats and warfare. And we have the capability to re-position the Van Dyke and Mound Road corridors as the center of the nation's defense industry, developing the systems, collaborations and technologies necessary for a safe, secure world and American military primacy.

Our knowledge spans economic development, defense and defense adjacent industries. **Our collective work with a global portfolio of economic development, defense and defense adjacent industries positions to effectively translate business objectives into actionable economic development strategies** supported by effective, results-driven brand and marketing campaigns and a pro-active approach to

stakeholder engagement and governmental affairs designed to effectively reach the right decision-makers at the right time, in D.C. and beyond, delivering more contracts, investment and jobs.

Our experience transcends economic development and industry, and is rooted in driving real, actionable results for the clients we serve. Collectively, we have developed economic development strategies that transformed decommissioned military bases and re-positioned legacy industrial assets for success in the innovation economy, brand and marketing campaigns that have attracted global investors and employers such as Google, Related Cos and Boston Consulting Group and innovation anchors such as Newlab and the University of Michigan, and **maintain 275 years + of combined experience working with leading defense contractors as brand, marketing, business development and governmental affairs consultants.**

Our relationships run deep. Our networks span D.C., Michigan, Southeast Michigan and Macomb. **We are as comfortable navigating the halls of the Pentagon, Office of Management and Budget or Rayburn and Cannon House Office Buildings as we are convening a stakeholder convening at Velocity or facilitating a technical roundtable at the General Motors Technology Center or TACOM.** Wherever and whenever we are representing the Arsenal Alliance, we're confident we'll be in good company, around clients, colleagues and collaborators - driving alignment around the deliverables required to bring more contracts, investment, jobs and opportunity to the Van Dyke and Mound Road corridors.

**We have a once in a generation opportunity** to position Macomb County and Southeast Michigan as the global leader in developing the technology, processes and systems needed to build the next generation of combat capabilities and component: capabilities and components that enhance survivability for our war fighters, exact lethality against our enemies - ensuring warfighters have the most advanced combat capabilities and components available to dominate future conflicts.

Sincerely,

**Matthew Clayson**, Managing Director



PARKS AND RECREATION  
5460 Arden  
Warren, MI 48092  
(586) 268-8400  
[www.cityofwarren.org](http://www.cityofwarren.org)

February 17, 2026

Downtown Development Authority Board  
City of Warren  
One City Square  
Suite 215  
Warren, MI. 48093

Re: Enclosure Consulting and Structural Engineering Services – Warren Community Center

Dear DDA Board Members,

The Engineering Department is requesting the Downtown Development Authority to authorize funding for enclosure consulting and structural engineering services at the Warren Community Center.

This project involves a professional evaluation of condensation, leakage, and potential structural concerns in the pool area of the facility. The City is experiencing what appears to be leakage caused by condensation. Intertek (Professional Service Industries, Inc.) has been asked to provide structural analysis and investigate the source of the moisture issues.

The scope of services includes document review, site investigation, roof observation, infrared scanning, visual review of structural components, and, if necessary, exploratory openings to identify concealed deficiencies. A detailed written report will be provided outlining findings, conclusions, recommendations, and estimated budgets to correct the condensation/leakage issues and address any structural concerns.

Project Details:

**Recommended Company:** Professional Service Industries, Inc. (PSI), an Intertek Company, 16049 Leone Drive, Macomb, MI 48042

**Requested Amount:** \$23,500.00

**GL/Account Number:** 494-9494-97400

Attached is a quote from Professional Service Industries, Inc. for condensation/leakage assessment and structural evaluation services. The total cost for the project is \$23,500.00.

The Engineering Department is asking for the Downtown Development Authority to provide funding for this essential project. Please find all supporting documents, including the formal proposal, insurance provisions, and related backup documentation attached to this cover letter.

If you have any questions or require any additional information, please contact me.

Thank you for your consideration.

Sincerely,

Signed by:  
  
50D775C484AE448...  
Jason Spiller  
Director  
Parks and Recreation

Read and Concur:

DocuSigned by:  
  
FE042968B0764F1...  
Tina Gapsles  
City Engineer

Read and Concur:

DocuSigned by:  
  
874B00CBFD6E4E8...  
Mark Knapp  
Assistant Controller



16049 Leone Drive  
Macomb, Michigan 48042  
Phone: 248 528-1655

Quotation No. 0402-470235

January 28, 2026

Ms. Tina G. Gapshes, P.E.  
City Engineer  
One City Square, Suite 300  
Warren, Michigan 48093-2390

**RE: Proposal for Enclosure Consulting and Structural Engineering Services**  
City of Warren Community Center

Dear Ms. Gapshes,

Professional Service Industries, Inc. (PSI), an Intertek company, is pleased to provide you this proposal for enclosure consulting and structural engineering services for the above referenced facility.

**PROJECT INFORMATION**

This proposal is based on the email from Tina Gapshes with the City of Warren on Thursday, January 22, 2016; including photos. The City is experiencing what appears to be leakage from condensation in the pool area of the building. Intertek has been asked to provide a structural analysis. However, we feel it would be prudent to investigate the cause of the condensation, including a structural evaluation of obvious issues, as part of the survey.

If any of the above project information is incorrect, please contact us to revise this proposal.

**WHO WE ARE**

Intertek is a leading quality solutions provider to industries worldwide. From auditing and inspection, to testing, training, advisory, quality assurance and certification, Intertek adds value for its customers by helping improve the quality and safety of their products, assets and processes. In total, Intertek offers a network of more than 1,000 laboratories and offices and over 42,000 employees in more than 100 countries.

Established in 1975, Architectural Testing, Inc. (ATI) is one of the largest building products testing, inspection, certification and enclosure commissioning & consulting companies in North America. In 2013, ATI was acquired by Intertek, joining Intertek's Building and Construction division. At the end of 2015, Intertek acquired Professional Service Industries, Inc. (PSI), a leading engineering and testing firm providing integrated quality assurance services across a range of disciplines within the construction market. Founded in 1961, PSI specializes in construction material, geotechnical, environmental and property transaction services.

Combining Intertek, ATI, and PSI building envelope consulting staff members to form the Building Science Solutions (BSS) group leverages complementary services, regional offices and testing labs, as well as a robust engineering and consultancy network to provide a complete and comprehensive solution for our customers. As part of Intertek's Building and Construction division, Intertek's Building Science Solutions group is specifically focused on providing specialty consulting and commissioning services on new construction and retrofit building projects.



Intertek is one of the largest, single source, full-service Roof Consulting firms in the United States. We currently provide Roof Consulting services to local, state and the federal governments, industrial and commercial clients, public and private care administrators, architectural and engineering firms and general contractors. Intertek has been involved in the evaluation, design and/or testing of over 1.5 billion square feet of roofing in the United States and Canada, for over 5000 clients, since the late 1970's.

**PROJECT TEAM**

We understand how to assist Owners, Architects and Contractors to set appropriately high expectations to achieve higher performing buildings that meet or exceed Owner expectations. Correctly identifying roof conditions and providing the appropriate recommendation is the key to providing an accurate roof assessment. Based on our experience, Intertek is uniquely qualified to achieving this goal.

We are confident our collective experience provides an extremely well-rounded team with expertise in all portions for enclosure consulting and structural engineering services

We propose the following project team:

Team Member	Role
Christopher B. Cogan, CDT	Enclosure Consultant
T.R. Hernacki P.E.	Lead Structural Engineer
John Sheehan	Enclosure Consultant
Ron Perkins	Project Manager

Attached you will find formal resumes for the team members we plan to assign to the project.

**SCOPE OF SERVICES**

Condensation / Leakage / Structural Evaluation. Intertek will visit the site to review the reported leakage conditions and structural concerns at the pool area.

- Review provided building drawings, construction documents, submittals, shop drawings, manufacturer’s literature, photographs, or other documents documenting existing construction.
- Interview key personnel to discuss site conditions, current leakage problems, history of repairs, etc.
- Visually investigate existing building and ceiling spaces to determine and document existing conditions. This includes, but is not limited to:
  - Perform an initial site visit to visually review representative conditions including the framing, flashings, penetration detailing, and transitions to existing adjacent construction, etc.
  - Walk the roof to observe and document conditions. It would be ideal to observe the condensation conditions while they are actively occurring.
  - Visually review structural components including visible steel framing, columns, beams, load bearing walls, concrete slab on grade, foundation walls, or any other component related to the structural elements of the building that can safely be accessed and is visible.



- Identify any obvious components that would be considered in an unsafe condition.
- Have on hand (at the initial site visit) an Infrared Camera so as to take select scan readings of the building.
- We will determine the next appropriate steps of the investigation upon completion of the initial site visit. This may include exploratory openings to review concealed conditions.
- Exploratory Openings (if necessary)
  - Exploratory openings may be necessary to trace air/water paths and to identify concealed structural deficiencies.
  - Provide brief written directive as to where and size of openings that will be necessary.
  - Openings may be through the exterior walls and/or through the roof system.
  - Make one visit to the site to review the existing conditions and the exploratory opening locations.
- Provide a detailed written report of our observations and findings, conclusions, recommendations, and estimated budgets as how to correct the condensation/leakage and to address any structural concerns.

**ITEMS EXCLUDED:**

- Tie-off anchors or rigging
- Moisture Survey
- Modeling or Scientific Analysis: Detailed hygrothermal analysis and/or modeling of the existing construction configurations (Intertek can perform in-house if necessary, and this may be necessary when developing a repair design)
- Detailed OSHA safety assessment
- Phase 2: Design and Construction Documents
- Phase 2: Structural Design to repair existing systems
- Phase 2: Procurement Support
- Phase 3: Construction Administration, Site Visits, and Material Testing

**SCHEDULE AND FEES**

While the exact schedule is not known, Intertek is prepared to start the survey within the next 4 weeks upon authorization to proceed.

The fees for providing the services outlined herein are as follows on a time and expense cost basis:

DESCRIPTION OF SERVICE	QTY	EST COST	SUBTOTALS
<b>PHASE 1</b>			
Condensation/Leakage Assessment (est. 50hr @ \$285; 10hr at \$325hr)	1	\$14,100	\$17,500
Exploratory Opening Allowance (subcontractor cost plus 8%)	1	\$6,000	\$6,000
		<b>Total:</b>	<b>\$23,500</b>
<b>PHASE 2</b>		<b>\$TBD</b>	<b>\$TBD</b>
<b>PHASE 3</b>		<b>\$TBD</b>	<b>\$TBD</b>



**HOURLY RATES / ADDITIONAL SERVICES**

If conditions arise that alter our expectations, or if additional services are required, we will provide these services based on the following hourly rates. Annual adjustment of these fees may be incurred in accordance with industry standards. No additional work will be performed unless authorized by your office.

2026 Fee Schedule	
Vice President	\$400 per hour
Senior Director/Director/Chief Engineer/Chief Architect	\$350 per hour
Department Manager/Discipline Manager/Senior Consultant/Principal Consultant/Consultant/ <b>Structural Engineer</b>	<b>\$325 per hour</b>
Staff Engineer / <b>Enclosure Consultant</b>	<b>\$285 per hour</b>
Project Engineer/Project Architect/ <b>Project Manager</b>	<b>\$185 per hour</b>
Roof Technician/Inspector/Acoustician	\$115 per hour
Project Coordinator/ <b>Administrative</b>	<b>\$85 per hour</b>
Travel and Reimbursable Expenses	Cost + 8%

**TERMS**

Services will be provided in accordance with the General Conditions included in this proposal. Monthly invoices will be issued and are due Net 30 days upon receipt. These terms are subject to approval by Intertek-ATI’s Accounting Department prior to initiation of our services. Should the requirements for this project significantly deviate from those quoted herein, we reserve the right to revise this proposal.

**AUTHORIZATION**

You may authorize us to proceed with the work as described and quoted herein by signing the proposal and returning it to us. You may forward a signed copy of this proposal to my attention at Kyle.Erskine@Intertek.com.

Thank you for the opportunity to provide this proposal. Should you have any questions or require additional information, please contact us at your convenience. We look forward to working with you.

Respectfully submitted,

**PROFESSIONAL SERVICES INDUSTRIES, INC.**

Christopher B. Cogan, CDT  
 Department Manager, Building Science Solutions

Kyle K. Erskine, E.I.T.  
 Branch Manager



THIS PROPOSAL CONSISTS OF FOUR EQUALLY IMPORTANT ITEMS:

- 1.) SCOPE OF SERVICES AS DESCRIBED IN THIS PROPOSAL;
- 2.) PRICE AS INDICATED HEREIN;
- 3.) GENERAL CONDITIONS HEREIN; AND
- 4.) INSURANCE PROVISIONS

THESE TERMS AND CONDITIONS ARE THE ONLY TERMS UPON WHICH INTERTEK AGREES TO PROVIDE SERVICES AND SHALL PREVAIL OVER ANY TERMS PROPOSED OR SUBMITTED BY CLIENT AT ANY TIME. ANY PROVISIONS OR TERMS IN CLIENT'S PURCHASE ORDER, INSTRUCTIONS, NOMINATION OR OTHER DOCUMENTS ARE OBJECTED TO AND REJECTED, AND SHALL BE OF NO FORCE OR EFFECT.



**ACCEPTANCE**

Please acknowledge acceptance of the Intertek’s General Conditions included herein. Please note that all fees listed herein are only estimates of the final project costs. The final cost for this project will be reflected on the invoice(s) issued to the Client. To accept this proposal, please fill in the following information and return electronically.

As a duly authorized representative of and on behalf of Client, I hereby acknowledge that I have read and understand this document including the fees, payment terms, and insurance. I hereby authorize Intertek to proceed with the work described in this proposal.

\_\_\_\_\_  
Customer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Customer Name (Please Print)

\_\_\_\_\_  
Title

\_\_\_\_\_  
Purchase Order Number (if applicable)

\_\_\_\_\_  
Accounts Payable Contact

\_\_\_\_\_  
Accounts Payable Email



## **INSURANCE\***

Intertek-ATI shall, at Intertek-ATI's sole cost and expense, and without limiting its obligations or liabilities under the Agreement, obtain and maintain, at a minimum, during the term of the Agreement, the following insurance:

1. Commercial General Liability Insurance (including operations, products and completed operations) with limits of \$1,000,000 Each Occurrence / \$2,000,000 General Aggregate. General Aggregate limit applies **per policy**.
2. Automobile Liability with a Combined Single Limit of \$1,000,000.
3. Workman's Compensation shall be provided as required by law or regulation (statutory limits) in the state where the work is performed.
4. Employer's Liability Insurance in the amount of:
  - \$1,000,000 each accident
  - \$1,000,000 disease-policy limit
  - \$1,000,000 disease-each employee
5. Professional Liability insurance in the amount of \$1,000,000 each occurrence/aggregate.

Intertek-ATI shall provide Customer with certificates of insurance evidencing the required coverages upon execution of this Agreement and subsequently as reasonably requested by Customer. No changes, additions, or amendments to the insurance coverage will be made, and no certificates of insurance will be issued after Intertek-ATI begins work on this project. Payment will not be delayed or withheld due to any insurance or indemnification issue.

In any case where an OCIP or CCIP program is presented, we will; A) ask to be excluded, B) not relinquish any insurance that we carry, and C) not give any credit for insurance costs saved. Additionally, we reserve the right to charge for the time and effort associated with OCIP/CCIP administration.

*\*Any requests for additional or different insurance policies or coverage must be reviewed by Intertek prior to Customer's acceptance of this proposal.*

## **CERTIFICATE OF INSURANCE**

If a Certificate of Insurance is required other than evidence only, then an insurance addendum can be provided upon request. The requested insurance must be reviewed prior to Intertek-ATI acceptance. The amendment shall be completed prior to commencement of work.



## INTERTEK – GENERAL CONDITIONS

1. **PARTIES AND SCOPE OF WORK:** "INTERTEK" shall include said company or its particular division, subsidiary or affiliate performing the work. "Work" means the specific service to be performed by INTERTEK as set forth in Intertek's proposal, Client's acceptance thereof and these General Conditions. Additional work ordered by Client shall also be subject to these General Conditions. "Client" refers to the person or business entity ordering the work to be done by INTERTEK. If Client is ordering the work on behalf of another, Client represents and warrants that it is the duly authorized agent of said party for the purpose of ordering and directing said work. Unless otherwise stated in writing, Client assumes sole responsibility for determining whether the quantity and the nature of the work ordered by the client is adequate and sufficient for Client's intended purpose. Client shall communicate these General Conditions to each and every third party to whom Client transmits any part of INTERTEK's work. INTERTEK shall have no duty or obligation to any third party greater than that set forth in INTERTEK's proposal, Client's acceptance thereof and these General Conditions. The ordering of work from INTERTEK, or the reliance on any of INTERTEK's work, shall constitute acceptance of the terms of INTERTEK's proposal and these General Conditions, regardless of the terms of any subsequently issued document.
2. **TESTS AND INSPECTIONS:** Client shall cause all tests and inspections of the site, materials and work performed by INTERTEK or others to be timely and properly performed in accordance with the plans, specifications and contract documents and INTERTEK's recommendations. No claims for loss, damage or injury shall be brought against INTERTEK by Client or any third party unless all tests and inspections have been so performed and unless INTERTEK's recommendations have been followed. Client agrees to indemnify, defend and hold INTERTEK, its officers, employees and agents harmless from any and all claims, suits, losses, costs and expenses, including, but not limited to, court costs and reasonable attorney's fees in the event that all such tests and inspections are not so performed or Intertek's recommendations are not so followed.
3. **PREVAILING WAGES:** This proposal specifically excludes compliance with any project labor agreement, labor agreement, or other union or apprenticeship requirements. In addition, unless explicitly agreed to in the body of this proposal, this proposal specifically excludes compliance with any state or federal prevailing wage law or associated requirements, including the Davis Bacon Act. It is agreed that no applicable prevailing wage classification or wage rate has been provided to INTERTEK, and that all wages and cost estimates contained herein are based solely upon standard, non-prevailing wage rates. Should it later be determined by the Owner or any applicable agency that in fact prevailing wage applies, then it is agreed that the contract value of this agreement shall be equitably adjusted to account for such changed circumstance. Client will reimburse, defend, indemnify and hold harmless INTERTEK from and against any liability resulting from a subsequent determination that prevailing wage regulations cover the Project, including all costs, fines and attorney's fees.
4. **SCHEDULING OF WORK:** The services set forth in INTERTEK's proposal and Client's acceptance will be accomplished by INTERTEK personnel at the prices quoted. If INTERTEK is required to delay commencement of the work or if, upon embarking upon its work, INTERTEK is required to stop or interrupt the progress of its work as a result of changes in the scope of the work requested by Client, to fulfill the requirements of third parties, interruptions in the progress of construction, or other causes beyond the direct reasonable control of INTERTEK, additional charges will be applicable and payable by Client.
5. **ACCESS TO SITE:** Client will arrange and provide such access to the site and work as is necessary for INTERTEK to perform the work. INTERTEK shall take reasonable measures and precautions to minimize damage to the site and any improvements located thereon as the result of its work or the use of its equipment.
6. **CLIENT'S DUTY TO NOTIFY ENGINEER:** Client warrants that it has advised INTERTEK of any known or suspected hazardous materials, utility lines and pollutants at any site at which INTERTEK is to do work, and unless INTERTEK has assumed in writing the responsibility of locating subsurface objects, structures, lines or conduits, Client agrees to defend, indemnify and save INTERTEK harmless from all claims, suits, losses, costs and expenses, including reasonable attorney's fees as a result of personal injury, death or property damage occurring with respect to INTERTEK's performance of its work and resulting to or caused by contact with subsurface or latent objects, structures, lines or conduits where the actual or potential presence and location thereof were not revealed to INTERTEK by Client.
7. **RESPONSIBILITY:** INTERTEK's work shall not include determining, supervising or implementing the means, methods, techniques, sequences or procedures of construction. INTERTEK shall not be responsible for evaluating, reporting or affecting job conditions concerning health, safety or welfare. INTERTEK's work or failure to perform same shall not in any way excuse any contractor, subcontractor or supplier from performance of its work in accordance with the contract documents. Client agrees that it shall require subrogation to be waived against INTERTEK and for INTERTEK to be added as an Additional Insured on all policies of insurance, including any policies required of Client's contractors or subcontractors, covering any construction or development activities to be performed on the project site. INTERTEK has no right or duty to stop the contractor's work.
8. **SAMPLE DISPOSAL:** Test specimens will be disposed immediately upon completion of the test. All drilling samples will be disposed sixty (60) days after submission of INTERTEK's report.
9. **PAYMENT:** The quantities and fees provided in this proposal are INTERTEK's estimate based on information provided by Client and INTERTEK's experience on similar projects. The actual total amount due to INTERTEK shall be based on the actual final quantities provided by INTERTEK at the unit rates provided herein. Where Client directs or requests additional work beyond the contract price it will be deemed a change order and INTERTEK will be paid according to the fee schedule. Client shall be invoiced once each month for work performed during the preceding period. Client agrees to pay each invoice within thirty (30) days of its receipt. Client further agrees to pay interest on all amounts invoiced and not paid or objected to for valid cause in writing within said thirty (30) day period at the rate of eighteen (18) percent per annum (or the maximum interest rate permitted under applicable law), until paid. Client agrees to pay INTERTEK's cost of collection of all amounts due and unpaid after thirty (30) days, including court costs and reasonable attorney's fees. INTERTEK shall not be bound by any provision or agreement requiring or providing for arbitration of disputes or controversies arising out of this agreement, any provision wherein INTERTEK waives any rights to a mechanics' lien, or any provision conditioning INTERTEK's right to receive payment for its work upon payment to Client by any third party. These General Conditions are notice, where required, that INTERTEK shall file a lien whenever necessary to collect past due amounts. Failure to make payment within 30 days of invoice shall constitute a release of INTERTEK from any and all claims which Client may have, whether in tort, contract or otherwise, and whether known or unknown at the time.



- 10. ALLOCATION OF RISK:** CLIENT AGREES THAT INTERTEK'S SERVICES WILL NOT SUBJECT INTERTEK'S INDIVIDUAL EMPLOYEES, OFFICERS OR DIRECTORS TO ANY PERSONAL LIABILITY, AND THAT NOTWITHSTANDING ANY OTHER PROVISION OF THIS AGREEMENT, CLIENT AGREES THAT ITS SOLE AND EXCLUSIVE REMEDY SHALL BE TO DIRECT OR ASSERT ANY CLAIM, DEMAND, OR SUIT ONLY AGAINST INTERTEK. STATEMENTS MADE IN INTERTEK REPORTS ARE OPINIONS BASED UPON ENGINEERING JUDGMENT AND ARE NOT TO BE CONSTRUED AS REPRESENTATIONS OF FACT.
- SHOULD INTERTEK OR ANY OF ITS EMPLOYEES BE FOUND TO HAVE BEEN NEGLIGENT IN THE PERFORMANCE OF ITS WORK, OR TO HAVE MADE AND BREACHED ANY EXPRESS OR IMPLIED WARRANTY, REPRESENTATION OR CONTRACT, CLIENT, ALL PARTIES CLAIMING THROUGH CLIENT AND ALL PARTIES CLAIMING TO HAVE IN ANY WAY RELIED UPON INTERTEK'S WORK AGREE THAT THE MAXIMUM AGGREGATE AMOUNT OF THE LIABILITY OF INTERTEK, ITS OFFICERS, EMPLOYEES AND AGENTS SHALL BE LIMITED TO \$25,000.00 OR THE TOTAL AMOUNT OF THE FEE PAID TO INTERTEK FOR ITS WORK PERFORMED ON THE PROJECT, WHICHEVER AMOUNT IS GREATER. IN THE EVENT CLIENT IS UNWILLING OR UNABLE TO LIMIT INTERTEK'S LIABILITY IN ACCORDANCE WITH THE PROVISIONS SET FORTH IN THIS PARAGRAPH, CLIENT MAY, UPON WRITTEN REQUEST OF CLIENT RECEIVED WITHIN FIVE DAYS OF CLIENT'S ACCEPTANCE HEREOF, INCREASE THE LIMIT OF INTERTEK'S LIABILITY TO \$250,000.00 OR THE AMOUNT OF INTERTEK'S FEE PAID TO INTERTEK FOR ITS WORK ON THE PROJECT, WHICHEVER IS THE GREATER, BY AGREEING TO PAY INTERTEK A SUM EQUIVALENT TO AN ADDITIONAL AMOUNT OF 5% OF THE TOTAL FEE TO BE CHARGED FOR INTERTEK'S SERVICES. THIS CHARGE IS NOT TO BE CONSTRUED AS BEING A CHARGE FOR INSURANCE OF ANY TYPE, BUT IS INCREASED CONSIDERATION FOR THE GREATER LIABILITY INVOLVED. IN ANY EVENT, ATTORNEY'S FEES EXPENDED BY INTERTEK IN CONNECTION WITH ANY CLAIM SHALL REDUCE THE AMOUNT AVAILABLE, AND ONLY ONE SUCH AMOUNT WILL APPLY TO ANY PROJECT.
- NO ACTION OR CLAIM, WHETHER IN TORT, CONTRACT, OR OTHERWISE, MAY BE BROUGHT AGAINST INTERTEK, ARISING FROM OR RELATED TO INTERTEK'S WORK, MORE THAN TWO YEARS AFTER THE CESSATION OF INTERTEK'S WORK HEREUNDER, REGARDLESS OF THE DATE OF DISCOVERY OF SUCH CLAIM.
- NEITHER PARTY SHALL BE LIABLE TO THE OTHER IN CONTRACT, TORT (INCLUDING NEGLIGENCE AND BREACH OF STATUTORY DUTY) OR OTHERWISE FOR LOSS OF PROFIT (WHETHER DIRECT OR INDIRECT) OR FOR ANY INDIRECT, CONSEQUENTIAL, PUNITIVE, OR SPECIAL LOSS OR DAMAGE, INCLUDING WITHOUT LIMITATION LOSS OF PROFITS, REVENUE, BUSINESS, OR ANTICIPATED SAVINGS (EVEN WHEN ADVISED OF THEIR POSSIBILITY).
- 11. INDEMNITY:** Subject to the above limitations, INTERTEK agrees not to defend but to indemnify and hold Client harmless from and against any and all claims, suits, costs and expenses including reasonable attorney's fees and court costs to the extent arising out of INTERTEK's negligence as finally determined by a court of law. Client shall provide the same protection to the extent of its negligence. In the event that Client or Client's principal shall bring any suit, cause of action, claim or counterclaim against INTERTEK, the Client and the party initiating such action shall pay to INTERTEK the costs and expenses incurred by INTERTEK to investigate, answer and defend it, including reasonable attorney's and witness fees and court costs to the extent that INTERTEK shall prevail in such suit.
- 12. TERMINATION:** This Agreement may be terminated by either party upon seven days' prior written notice. In the event of termination, INTERTEK shall be compensated by Client for all services performed up to and including the termination date, including reimbursable expenses.
- 13. EMPLOYEES/WITNESS FEES:** INTERTEK's employees shall not be retained as expert witnesses except by separate, written agreement. Client agrees to pay INTERTEK's legal expenses, administrative costs and fees pursuant to INTERTEK's then current fee schedule for INTERTEK to respond to any subpoena. For a period of one year after the completion of any work performed under this agreement, Client agrees not to solicit, recruit, or hire any INTERTEK employee or person who has been employed by INTERTEK within the previous twelve months. In the event Client desires to hire such an individual, Client agrees that it shall seek the written consent of INTERTEK, and shall pay INTERTEK an amount equal to one-half of the employee's annualized salary, without INTERTEK waiving other remedies it may have.
- 14. FIDUCIARY:** INTERTEK is not a financial advisor, does not provide financial advice or analysis of any kind, and nothing in our reports can create a fiduciary relationship between INTERTEK and any other party.
- 15. RECORDING:** Photographs or video recordings of the Client's own project may be taken by and used for the Client's own internal purposes. Photographs or video recordings may not be used for marketing or publicity, or distributed to a third party or otherwise published without INTERTEK'S prior review and consent in writing. Taking photographs of other Clients' samples, test setups, or facilities, or recording in any manner any test specimen other than the test specimen related to the Client's project is prohibited; and the Client agrees to hold in strict confidence and not use any proprietary information disclosed either advertently or inadvertently. The Client shall defend, hold harmless, and indemnify INTERTEK for any breach of this clause.
- 16. CHOICE OF LAW AND EXCLUSIVE VENUE:** All claims or disputes arising or relating to this agreement shall be governed by, construed, and enforced in accordance with the laws of Illinois. The exclusive venue for all actions or proceedings arising in connection with this agreement shall be either the Circuit Court in Cook County, Illinois, or the Federal Court for the Northern District of Illinois.
- 17. PROVISIONS SEVERABLE:** The parties have entered into this agreement in good faith, and it is the specific intent of the parties that the terms of these General Conditions be enforced as written. In the event any of the provisions of these General Conditions should be found to be unenforceable, it shall be stricken and the remaining provisions shall be enforceable.
- 18. ENTIRE AGREEMENT:** This agreement constitutes the entire understanding of the parties, and there are no representations, warranties or undertakings made other than as set forth herein. This agreement may be amended, modified or terminated only in writing, signed by each of the parties hereto.



## CHRISTOPHER B. COGAN, CDT DEPARTMENT MANAGER BUILDING SCIENCE SOLUTIONS

STARTED WITH INTERTEK: 2018 / YEARS IN INDUSTRY: 20

Chris has over 20 years of experience as a building enclosure consulting engineer. His work includes commercial, industrial, and residential building enclosure systems, including wall weather/air/vapor control layer systems, claddings, brick and stone masonry, low-slope and steep-slope roofing, vegetative roofing systems, fenestration systems, and waterproofing. He has extensive experience in forensics investigations and condition surveys of existing buildings; commissioning; review of design documents; design of new and restoration/repair systems; infrared thermography; Property Condition Assessments (PCA); and construction phase project management for new and existing building enclosure projects. Chris manages the Michigan operations of the Building Science Solutions group of Intertek.

### Project Experience

#### Pfizer MAP Addition, Kalamazoo, MI

Building Enclosure Commissioning —Project Manager / Engineer

- Construction of a new modular aseptic processing addition achieving LEED gold.
- Services included BECx process from design through occupancy.

#### Henry Ford Health System, New Cancer Pavilion, Detroit, MI

Building Enclosure Commissioning —Project Manager / Engineer

- New 6 story, 187,000 square foot cancer pavilion consisting of glass curtain wall, insulated metal panels, brick masonry, cast stone, and EPDM membrane and vegetative roofing.
- Services included design reviews, shop drawing/submittal reviews, and site inspections.

#### Bloomfield Hills Schools, New Andover High School Addition, Bloomfield Hills, MI

Building Enclosure Commissioning—Project Manager / Engineer

- New 233,000 square foot, 2 story, addition to the existing Andover High School facility.
- Services included design reviews, shop drawing/submittal reviews, and site inspections.

#### Henry Ford Behavioral Health Hospital, West Bloomfield, MI

Building Enclosure Consulting—Project Manager / Engineer

- New 120,000 square foot hospital consisting of glass curtain wall and punched openings, EIFS, brick veneer and TPO roofing.
- Services included design reviews, shop drawing/submittal reviews, and site inspections.

#### St. Charles Mercy Health, Roof and Window Replacement, Oregon, OH

Building Enclosure Consulting—Project Manager / Engineer

- Replacement of over 20 roof areas and strip windows in the ICU over 2 years. New roofing included modular vegetated roofing systems.
- Services included loading analysis of roof deck, design and construction documents, shop drawing/submittal reviews, field testing, site inspections, and infrared thermography.

#### Wayne State University, Education Building Restoration, Detroit, MI

Building Enclosure Consulting—Project Manager / Engineer

- 4th floor historical restoration of exterior façade including new punched windows, pre-cast concrete and BUR roofing repairs.
- Services included leakage forensics investigation, design and construction documents, shop drawing/submittal reviews, and site inspections.

### Education

B.S. Construction Engineering and Mgmt  
Western Michigan University

### Certifications

Construction Documents Technologist (CDT)  
AABA Auditor # 10296

### Practice Areas

Consulting	Commissioning
Investigations	Design Reviews
Inspections	Air/Vapor Barriers
Masonry	Waterproofing
Weatherproofing	Flashing Systems
Claddings	Fenestration
Roofing	Infrared Thermography
PCA	

### Associations

Building Enclosure Council (Detroit)  
Engineering Society of Detroit (ESD)  
Great Lakes Chapter of IIBEC  
Air Barrier Association of America (AABA)





## T.R. HERNACKI, PE

### SENIOR CONSULTANT

### BUILDING SCIENCE SOLUTIONS

STARTED WITH INTERTEK: 2021 / YEARS IN INDUSTRY: 41

T.R. is a Professional Engineer, Project Management Professional, and licensed building inspector with a thorough understanding of architecture, construction, contract administration, and building commissioning related to electrical, mechanical and enclosure systems. His expertise includes project management, code compliance, construction document review, and sustainability in both private and government sectors. T.R.'s experience includes specialty structural engineering, wind engineering, roof engineering, Building Enclosure Commissioning, functional performance test planning and execution, investigations and condition surveys of existing buildings, review of design documents, and construction phase project management for new and existing building enclosure projects. T.R. supports the Utah, Wyoming, and Colorado Building Science Solutions locations.

#### Project Experience

##### Park Mayfair Structural Engineering Support, Denver, CO

- Worked with client on a variety of projects at the property; including parking garage evaluation after partial collapse of garage, reconstruction of collapsed garage area, re-enforcement of garage elements not damaged by collapse, annual maintenance repairs, interior structural repairs to apartment unit cracked floor adjacent to interior load bearing wall.

##### Tabor Center Support Engineering Services Lawrence St Bridge Repair, Denver, CO

- Performed structural assessment, created replacement engineering, and provided construction administration services to repair the Lawrence Street bridge located in downtown Denver between the 16th and 17th Street. This bridge flies over the parking structure built under the Weston Hotel and Tabor Center. Due to water intrusion, the bridge bearing support pads had to be completely replaced along with the roadway expansion joints on three locations. T.R. worked extensively with the Owner and contractor to assist in guiding the construction to the completion of a successful project. Due to the high pedestrian and vehicular traffic occurring around the bridge extensive coordination was required by various departments within the city of Denver. The project required that at all time one side of Lawrence Street had to have a public sidewalk open along with 2 travel lanes and the Weston Hotel taxi stand. Compound the logistics was also working with two foreign consulates that have parking on the bridge. The project was successfully completed two weeks ahead of schedule and on budget.

##### Westminster Penguin Building FCA, Westminster, CO

- Performed structural assessment and evaluation of the Historic Penguin Building and adjacent structures in Westminster, CO. The City of Westminster is desirous to redevelop the 1700 block of Lowell Avenue with the demolition of old retail buildings that are located on each side to the Penguin Building. FEA, under TR's direction, performed a visual assessment of the Penguin Building along with destructive evaluations of the structures to be demolished to assist the City of Westminster to develop the best scope of work for a demolition contractor to remove the selected building from the block without damaging the Penguin Building. The City of Westminster has successfully completed the demolition of the buildings that surrounded the Penguin Building with minimal damage to that private property.

#### Contact Information

T.R. Hernacki  
1070 West 12th Avenue, Suite 800  
Westminster, Colorado 80234  
Office: 303-424-5578  
Cell: 720-644-9177  
TR.hernacki@intertek.com

#### Education

B.S. Mechanical Engineering, 1984  
Florida Institute of Technology  
M.S. Engineering Management, 1993  
New School of Architecture and Design

#### Professional Licensing/Certifications

Engineer Florida 41017, Colorado 48736, Texas 126547, & Wyoming 16075  
Master American Society of Civil Engineers (M-ASCE)  
Texas Department of Insurance Windstorm Inspector  
Building Inspector Florida BN 4704  
Project Management Professional (PMP)  
Certified General Contractor Florida CGC45087 (inactive)

#### Practice Areas

Commissioning	Consulting
Field Testing	Investigations
Inspections	Condition Surveys
Waterproofing	Fenestrations
Claddings Roofing	

#### Professional Associations

American Society of Civil Engineers (ASCE)  
National Council of Engineers & Examiners (NCEES)  
Project Management Institute (PMI)  
International Institute of Building Enclosure Consultants (IIBEC)





## JOHN SHEEHAN PROJECT MANAGER BUILDING SCIENCE SOLUTIONS

STARTED WITH INTERTEK: 2024 / YEARS IN INDUSTRY: 16

John has 6 years of experience as a building enclosure consultant, with over 16 years in the commercial construction industry, with a strong background in commercial glazing. His experience includes building envelope and enclosure systems, including wall weather/air/vapor control layer system, claddings and veneers, brick and stone masonry low-slope and steep-slope roofing, fenestration and glazing system, and waterproofing. John is proficient in all phases of construction, from assessment and testing, design development, and bidding, through contract and construction administration, quality assurance, and final completion closeout for new and existing commercial building envelope and roofing projects.

### Project Experience

#### Meskwaki Bingo Casino Hotel Rehabilitation, Tama, IA

Enclosures and Structures—Project Manager

- Modernization of two existing hotel towers, totaling 404 rooms, and hotel lobby, including the building structure, site drainage & waterproofing, building envelope (EIFS, MCM panel, cast stone, & aluminum windows) & roofing (EPDM), interior finishes, and mechanical, electrical, & plumbing systems.
- Services included initial investigation & assessment, design and construction documents, contract & construction administration, full-time onsite quality assurance observations and reporting, and field performance testing.

#### Sacramento Commons Mixed-Use Development, Sacramento, CA

Enclosures and Structures—Project Manager / Designer

- Design review and supplemental detail package for the weather-resistive barriers (WRB) at the mixed-use 430-unit residential and commercial retail development.
- Services included design review and development of transition & sequencing details for the WRB systems at high-risk enclosure conditions, submittal & shop drawing review, quality assurance observations and reporting, and field performance testing.

#### Caledonia Athletic Complex, Caledonia, MI

Vertical/Horizontal Restoration—Project Manager

- New two-story 46,000 square foot student and community athletic & recreation center consisting of precast concrete wall panels & roof double T's, burnished block masonry, aluminum framed storefront & curtain wall, polycarbonate panels, and TPO roofing.
- Services included design reviews, submittal and shop drawing reviews, quality assurance observations and reporting, and field performance testing.

#### Renaissance Center—River East Towers 500 & 600, Detroit, MI

Vertical Restoration—Project Manager

- Podium level restoration design of the building enclosure systems consisting of repairs to the historic fiber-resin-reinforced panels, concrete columns, cementitious soffits, fenestration systems, and building expansion joints.
- Services included initial investigation & assessment, design development & construction documents, and bidding.

### Experience

Architectural DraGsmán

- 2008 to 2012

Lead Architectural DraGsmán

- 2012 to 2017

CAD DraGing Manager

- 2017 to 2018

Design Engineer

- 2018 to 2019

Project Manager

- 2019 to present

### Practice Areas

Consulting

Investigations

Inspections

Masonry

Weatherproofing

Claddings

Roofing

AutoCad

Commissioning

Design Reviews

Air/Vapor Barriers

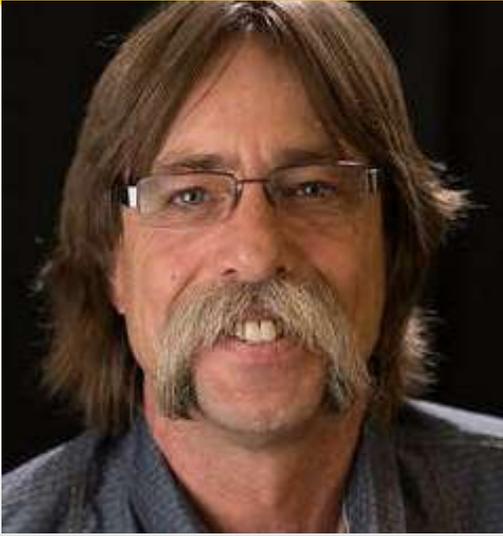
Waterproofing

Flashing Systems

Fenestration

Inspections





## RONALD C. PERKINS, CDT

### PROJECT MANAGER

### BUILDING SCIENCE SOLUTIONS

STARTED WITH INTERTEK: 2020 / YEARS IN INDUSTRY: 40

Ron has over 25 years of experience in residential construction and remodeling, including roofing, windows, and siding systems. He also has 16 years of experience in conducting various QA/QC investigative testing and QA inspection of fenestration products, cladding, weather/air/vapor barrier systems and roofing on commercial, industrial and residential buildings. Ronald's experience includes investigations/evaluation of existing buildings, inspections of cladding systems and fenestration products, remediation design, construction administration and QA site inspections for new and existing building enclosure projects.

#### Project Experience

##### Hurley Hospital, Flint, MI

Building Enclosure Consulting—Project Manager / Engineer

- Remediation of existing multi-story curtainwall system
- Services included initial investigation, design and construction documents, procurement and site inspections for curtainwall restoration

##### Spectrum Health, Lemmen Holton Cancer Pavilion, Grand Rapids, MI

Building Enclosure Consulting —Project Manager / Engineer

- Leakage investigation at numerous locations in the 284,000 SF, 7-story hospital
- Services included masonry, curtain-wall, and plaza waterproofing leakage investigation, remediation budgets, design development, construction documents, procurement, and site inspections.

##### Spectrum Health, Hellen Devos Children's Hospital, Grand Rapids, MI

Building Enclosure Consulting —Project Manager / Engineer

- Podium curtainwall and plaza waterproofing leakage investigation
- Services included initial investigation, design and construction documents, procurement and site inspections for curtainwall restoration

##### Ford Motor Company, Ford Central Labs Facility, Dearborn, MI

Building Enclosure Consulting —Project Manager / Engineer

- Replacement of 6,000 SF stick-built curtainwall system
- Services included shop drawing review, and construction administration including site inspections.

##### General Motors, Renaissance Center, Detroit, MI

Building Enclosure Consulting—Project Manager / Engineer

- 73 story tower complex including the Marriott Hotel and 100-400 Office Towers
- Services included City of Detroit Façade inspection and site inspections for curtainwall glazing restoration

##### McLaren Health System, McLaren Greater Lansing Replacement Hospital, Lansing, MI

Building Enclosure Consulting—Project Manager / Engineer

- New construction of 500,000 SF, 9-story hospital
- Services included field performance testing of curtainwall and storefront installation, and quality assurance inspection of remediation repairs.

#### Education

B.S. Architecture and Project Management,  
Baker College Online and Graduate Studies

#### Certifications

Construction Documents Technologist  
(CDT)

Licensed Builder

#### Practice Areas

Functional Performance (Field) Testing  
AAMA and ASTM Test Standards

Enclosure Investigations

Enclosure Inspections

Flashing Systems

Air/Vapor Barriers

Weatherproofing

Roofing and Waterproofing

Fenestration Systems

Enclosure Consulting





PUBLIC SERVICE DEPARTMENT  
ENGINEERING DIVISION  
One City Square, Suite 300  
Warren, MI 48093  
(586) 759-9300  
www.cityowarren.org

**TO:** Downtown Development Authority  
**RE:** City Building ADA Improvements Priority 2  
Design and Construction Administration Proposal  
Hubbell, Roth & Clark  
**DATE:** March 11, 2026

The Engineering Division is requesting authorization from the Downtown Development Authority for funding related to Priority 2 ADA Improvements to the Warren Community Center and Warren Police Headquarters. This work scope is for Design and Construction Administration, related to ADA improvements in each building.

**Project Details**

- Recommended Company: Hubbell, Roth & Clark
- City Contract: RFP-W-0025 Consulting Services
- Amount: \$65,455.00
- Account: 494-9494-97400

Attached is the proposal from Hubbell, Roth & Clark for this work. Hubbell, Roth & Clark is currently contracted with the City as one of its consulting engineering firms and these services would be performed under contract RFP-W-0025.

Please add this item to the next DDA agenda for funding approval. If you have further questions, please contact me at (586) 759-9306.

Sincerely,

Read and Concur:

DocuSigned by:  
*Tina Gapshe*  
PE012968B0764F1...  
Tina G. Gapshe, P.E.  
City Engineer

DocuSigned by:  
*Mark Knapp*  
874B09CBFD6E4E8...  
Mark Knapp  
Assistant Controller

Read and Concur:  
Signed by:  
*Mary Michaels*  
119806BF52344A1...  
Mary Michaels  
Acting City Attorney

Attachments



555 Hulet Drive  
 Bloomfield Hills, MI 48302-0360  
 248-454-6300  
 www.hrcengr.com



March 10, 2026

City of Warren Engineering Division  
 One City Square  
 Suite 300  
 Warren, Michigan 48093

Attn: Tina Gapshes, P.E., City Engineer

Re: City Buildings ADA Improvements – DDA Funded Priority 2 Contracted Work Design and Construction Proposal HRC Job No. 20260202

Dear Ms. Gapshes:

We are pleased to submit this proposal pursuant to providing design and construction administration services for the desired improvements to the City buildings as listed below. Our proposal is based on several discussions with you and HRC's ADA assessment reports and planning cost estimates for the buildings (the latter are attached to this proposal for reference).

Given that the exact scope of the work at each building is not clearly defined and each building will require input from different departments on different schedules, it is our intent that each building would be a separate project, bid and constructed independently from the others. There are several other buildings that HRC assessed but are not included, as well as other lower priority recommended work that is not included in this work scope – these improvements are intended to be undertaken as separate projects later as City budget permits.

The buildings in this scope only include those located in the DDA area, and are as follows:

- Warren Community Center - 5460 Arden
- Police Headquarters - 29900 Civic Center

Our services will consist of the following tasks at each facility:

**Design Phase:**

- Perform Site Visit to review conditions and obtain photo documentation to use as reference information in preparing bid documents.
- Provide plans and specifications for the project improvements:
  - See attached spreadsheets for list of proposed improvements at each facility – includes all Package 2, Priority 2 Contracted work (denoted with red box).
- Hold Review Meetings at 30% and 75% levels of design completion.
- Provide Engineer's Opinion of Probable Construction Cost for the proposed work scope to determine budgetary requirements for project, concurrent with Review Meetings.
- Prepare Contract Documents for competitive bidding through Bidnetdirect.com
  - Front End Documents
  - Plans and Details
  - Material Specifications
  - Proposal Form



**Bidding Phase:**

- Attend bid walk-thru
- Respond to bidding questions
- Review bidder proposals, provide bid tabulation and recommendation of award letter.

**Construction Administration Phase:**

- Attend Pre-Construction Meeting
- Perform site visits to review construction conditions.
- Attend construction progress meetings.
- Review and respond to RFI's and Change Orders
- Pay Application Reviews
- Perform Final Inspection Walkthrough and Punch List
- Due to the limited scope at these buildings, it is anticipated that the work at City Hall and Civic Center South will only include minimal CA services – no meetings and limited communications.

**Fee**

Based on the above and attached described scope of work, we anticipate that the budgetary construction cost for the project is as follows:

Building	Ph 2/Priority 2 Improvements Value	Design %	Design Fee	Const %	Const Fee	Total Fee
Community Center	\$ 200,000.00	8.94%	\$ 17,880.00	2.75%	\$ 5,500.00	\$ 23,380.00
Police Headquarters	\$ 450,000.00	6.00%	\$ 27,000.00	3.35%	\$ 15,075.00	\$ 42,075.00
<b>Total</b>	<b>\$ 650,000.00</b>					<b>\$ 65,455.00</b>

Our percentage fee will be based on the Final Construction Cost. Shop drawing reviews will be billed as an hourly service outside of this fee. Invoices for these services will be provided monthly as the work is completed.

**Clarifications:**

HRC includes this section so as to clarify the expectations both for the Owner and HRC.

- Existing drawings of the buildings provided by the City will be utilized as backgrounds for the project, along with photographs taken during our site visits to convey work scope.
- It is presumed that all design work on this project will be completed in 2026 and construction will be completed in 2027.
- Project Construction Observation services have not been included in this scope but can be provided as an additional service.
- Given the age of the buildings, the presence of lead-based paint and asbestos is possible. Provisions for hazardous material testing and/or abatement have not been included in this work scope.



If you have any questions or require any additional information, please contact the undersigned.

Very truly yours,  
HUBBELL, ROTH & CLARK, INC.

Adrianna M. Melchior, AIA, LEED AP  
Senior Associate

Attachment: ADA Improvements Planning Cost Spreadsheets

pc: HRC; File, K. Stickel

Your approval, as indicated by your signature below, will constitute an agreement between us for the above services.

Accepted By:  
CITY OF WARREN

Signature: \_\_\_\_\_

Written Name: \_\_\_\_\_

Title: \_\_\_\_\_

Dated: \_\_\_\_\_



**ENGINEER'S OPINION OF PROBABLE CONSTRUCTION COST**

555 Hulet Dr., Bloomfield Hills, MI 48302

Telephone: (248) 454-6300

PROJECT: **City Buildings Accessibility Improvements**

DATE: **5/28/2025**

**Preliminary Planning Cost Estimate**

PROJECT NO. **20210787**

LOCATION: **Warren, MI**

ESTIMATOR: **AM**

BASIS FOR ESTIMATE:  CONCEPTUAL  PRELIMINARY  FINAL

WORK: **COMMUNITY CENTER**

ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL AMOUNT	ANTICIPATED COMPLETION
<b>WORK: PACKAGE 1C - PRIORITY 1&amp;2, WORK DONE BY OTHERS (CITY DEPT. NOTED)</b>						
15	Replace concrete curb ramp, sidewalk & speed bump at West Entry (Eng)	1	LS	\$ 25,000.00	\$ 25,000	
16	Replace concrete curb ramp & sidewalk at South Entry (Eng)	1	LS	\$ 15,000.00	\$ 15,000	
17	Replace concrete curb ramp at Northeast Entry, TV Station Lot (Eng)	1	LS	\$ 10,000.00	\$ 10,000	
18	Add accessible sidewalks to outdoor play structure (Eng)	1	LS	\$ 15,000.00	\$ 15,000	
19	Add aisle for accessible parking spaces at Arden Ave. (Eng)	1	LS	\$ 15,000.00	\$ 15,000	
20	Replace concrete curb ramp, sidewalk at ROW (Eng)	8	EA	\$ 2,500.00	\$ 20,000	
21	Relocate laundry & bins from Pool Staff Locker Area for 36" clear walking path (Parks & Rec)	1	LS	\$ -	No Cost	<b>COMPLETE</b>
22	Add ramp at raised stage at West TV Studio (TV Station)	1	LS	\$ 1,500.00	\$ 1,500	
23	Add accessible height table at Billiards Room North Hallway (P&R)	1	LS	\$ 350.00	\$ 350	
24	Additional check out station at Library at lower accessible height (Library)	1	LS	\$ 3,500.00	\$ 3,500	
25	Relocate exercise equipment so that there is a 30"x48" clear space adjacent & 36" wide aisle to one of each type of equipment at the Exercise Room (Parks & Rec)	1	LS	\$ -	No Cost	<b>COMPLETE</b>
26	entrance (Parks & Rec)	1	LS	\$ -	No Cost	
	<b>Subtotal</b>				<b>\$ 105,350</b>	
	Contingency Allowance (10%)				\$ 10,600	
	<b>Community Center Total</b>				<b>\$ 115,950</b>	<b>2028</b>
<b>WORK: PACKAGE 2 - PRIORITY 2, CONTRACTED WORK</b>						
27	Replace TV Station check in counter with accessible version	1	LS	\$ 2,500.00	\$ 2,500	
28	<del>Revise entrances to be accessible to the two internal courtyards (incl. access paths on both sides of bocci court)</del>	<del>1</del>	<del>LS</del>	<del>\$ 10,000.00</del>	<del>\$ 10,000</del>	<del><b>COMPLETE</b></del>
29	Renovate restrooms, showers and lockers at Men's & Women's Pool Locker Rooms to provide accessible amenities	1	LS	\$ 150,000.00	\$ 150,000	
30	Add permanent accessible entry for hot tub	1	LS	\$ 30,000.00	\$ 30,000	
31	Rework Steam Room bench to include accessible section	1	LS	\$ 3,000.00	\$ 3,000	
32	Auditorium Improvements To Be Done Under Separate Package	1	LS	\$ -	\$ -	
	<b>Subtotal</b>				<b>\$ 195,500</b>	
	Contingency Allowance (15%)				\$ 30,000	
	Construction Cost				\$ 225,500	
	Engineering Design & Construction Administration Allowance				\$ 28,000	
	<b>Community Center Total</b>				<b>\$ 253,500</b>	<b>2029</b>
<b>WORK: PACKAGE 3 - PRIORITY 3, CONTRACTED WORK</b>						
33	Replace Kitchenette sink cabinets for lowered 34" height counter	17	Ea	\$ 10,000.00	\$ 170,000	
34	Add accessible sink and counter for 1st Floor Dressing Room	1	LS	\$ 25,000.00	\$ 25,000	
	<b>Subtotal</b>				<b>\$ 195,000</b>	
	Contingency Allowance (15%)				\$ 30,000	
	Construction Cost				\$ 225,000	
	Engineering Design & Construction Administration Allowance				\$ 30,000	
	<b>Community Center Total</b>				<b>\$ 255,000</b>	<b>2030</b>
1	Maintenance Incidental Supplies for All Work - Touch up paint, caulk, anchors, low voltage wiring, drywall patch materials, sign tape, etc.	1	LS	\$ 1,000.00	\$ 1,000	
	<b>TOTAL OVERALL CONSTRUCTION COST</b>				<b>\$ 713,430</b>	



**ENGINEER'S OPINION OF PROBABLE CONSTRUCTION COST**

555 Hulet Dr., Bloomfield Hills, MI 48302

Telephone: (248) 454-6300

PROJECT: **City Buildings Accessibility Improvements**

DATE: 5/28/2025

**Preliminary Planning Cost Estimate**

PROJECT NO. 20210787

LOCATION: **Warren, MI**

ESTIMATOR: AM

BASIS FOR ESTIMATE:  CONCEPTUAL  PRELIMINARY  FINAL

WORK: **POLICE HEADQUARTERS**

ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL AMOUNT	ANTICIPATED COMPLETION
<b>WORK: PACKAGE 2 - PRIORITY 2, CONTRACTED WORK</b>						
<del>13</del>	<del>Rework outdoor sidewalk ramp to be ADA compliant at east parking lot when Court Building demo is complete (Police) <b>NOTE: THIS ITEM WILL BE ADDRESSED WITH COURT NEW CONSTRUCTION.</b></del>	<del>1</del>	<del>LS</del>	<del>\$ 50,000.00</del>	<del>\$ 50,000</del>	<del>DEFERRED</del>
14	Rework Sally Port Curb for accessible path to jail	1	LS	\$ 5,000.00	\$ 5,000	
15	Allowance for replacing door knobs with lever style hardware	1	LS	\$ 45,000.00	\$ 45,000	
16	Renovate (3) sets of Men's & Women's Restrooms at 2nd Floor	1	LS	\$ 400,000.00	\$ 400,000	
17	Replace drinking fountain at 2nd Floor	1	LS	\$ 6,000.00	\$ 6,000	
	<b>Subtotal</b>				\$ 506,000	
	Contingency Allowance (15%)				\$ 76,000	
	Construction Cost				\$ 582,000	
	Engineering Design & Construction Administration Allowance				\$ 59,000	
	<b>Police Headquarters Total</b>				\$ 641,000	2029
<b>WORK: PACKAGE 3 - PRIORITY 3, CONTRACTED WORK</b>						
18	Replace Kitchenette sink cabinets for lowered 34" height counter	5	Ea	\$ 9,000.00	\$ 45,000	
	<b>Subtotal</b>				\$ 45,000	
	Contingency Allowance (15%)				\$ 7,000	
	Construction Cost				\$ 52,000	
	Engineering Design & Construction Administration Allowance				\$ 7,000	
	<b>Police Headquarters Total</b>				\$ 59,000	2030
	<b>TOTAL OVERALL CONSTRUCTION COST</b>				\$ 832,300	



March 11, 2026

Downtown Development Authority Board  
City of Warren  
One City Square  
Suite 215  
Warren, MI. 48093

**DIVISION OF BUILDING MAINTENANCE**

ONE CITY SQUARE, SUITE 105  
WARREN, MI 48093-2388  
(586) 574-4508  
FAX (586) 574-4513  
[www.cityofwarren.org](http://www.cityofwarren.org)

Re: Repairs to existing Car #3 Elevator in the parking Garage

Dear DDA Board Members,

The Building Maintenance Department is requesting the Downtown Development Authority to authorize funding for the repairs of Car #3 Elevator in the Parking Garage due to water damage. This project involves replacing car operating panel, door operator package, door clutch, cab fan, hoist way and car door roller sets, interlocks, car ceiling, car flooring and car top inspection station.

**Recommended Company:** TK Elevator – 35432 Industrial Drive, Livonia, MI 48150

**Bid Number:** TRI-W-1002

**Requested Amount:** \$94,230.80 – a 50% Down Payment is required per contract with the City of Warren. (Initial Progress Payment of \$47,115.40).

**GL/Account Number:** GL# 494-9494-97400

Attached is a quote from TK Elevator. for repairs to Car #3 Elevator in the Parking Garage. The total cost for the project is **\$94,230.80**.

The Building Maintenance Department is recommending that the DDA Board authorize the repair of the elevator located at the northeast corner of the City Hall Parking Garage, and other needed repairs, to TKE Elevator Corporation, 114 Townpark Drive, Kennesaw, Georgia 30144, utilizing the Sourcwell Cooperative Contract #080420-TK, at the same labor and material rates established under the City contract TRI-W-1002, in the total amount not to exceed \$94,230.80.

The Building Maintenance Department is asking for the Downtown Development Authority to provide funding for this essential project. Please find all supporting documents (W-9, insurance, bid tabulation, quotes, etc.) and backup information related to the project attached to this cover letter.

If you have any questions or require any additional information, please contact me.

Thank you for your consideration.

Sincerely,

Signed by:  
*Jeff Reeves*  
E74C70FC5260444...  
**Jeff Reeves**  
Building Maintenance, Superintendent

Read and Concur: 

Mark Knapp, Assistant Controller

Read and Concur: 

Mary Michaels, Acting City Attorney

Read and Concur: 

Craig Treppa, Purchasing Agent



**TK Elevator**  
Move Beyond

35432 Industrial Dr.  
Livonia, Mi 48150

INVOICE # 89749584  
DATE: 03/02/2026

**TO:**  
City of Warren Parking Car 3 Water  
Damage

**SHIP TO:**  
City of Warren Parking Car 3 Water  
Damage

SALESPERSON	JOB NUMBER	REQUISITIONER	JOB	F.O.B. POINT	TERMS
Jared Wood	ACIA-2926FZ0	Jeff Reeves	City of Warren Parking Garage Car 3		

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL
140	Regular Time Team Labor Hours w/contractual rate (\$300/hr for mechanic & \$210.00/hr for helper)	\$510.00	\$71,400.00
1	Car Operating Panel (COP) 18% material markup included	\$6,875.00	\$6,875.00
1	Door Operator Package 18% material markup included	\$4,179.66	\$4,179.66
1	Door Clutch 18% material markup included	\$379.54	\$379.54
1	Cab Fan 18% material markup included	\$625.00	\$625.00
5	Hoist way & Car Door Roller Sets 18% material markup included	\$417.00	\$2,085.00
5	Interlocks 18% material markup included	\$394.32	\$1,971.60
1	Car Ceiling 18% material markup included	\$3,200.00	\$3,200.00
1	Car Flooring 18% material markup included	\$2,250.00	\$2,250.00
1	Car Top Inspection Station 18% material markup included	\$1,265.00	\$1,265.00
1	50% Down Payment		\$47,115.40
1	50% After completion		\$47,115.40
<b>FINAL TOTAL DUE</b>			<b>\$94,230.80</b>

If you have any questions concerning this invoice:  
Jared Wood  
734-293-3203  
[Jared.wood@tklevator.com](mailto:Jared.wood@tklevator.com)

**THANK YOU FOR YOUR BUSINESS!**

# Water Damage Work



## Order

### CITY HALL PARKING STRUCTURE

March 02, 2026

Purchaser: CITY OF WARREN  
 Address: 1 CITY SQ STE 425  
 WARREN, MI 48093

Location: CITY HALL PARKING  
 STRUCTURE  
 Address: ONE CITY SQUARE  
 WARREN, MI 48093-5291



Purchaser authorizes TK Elevator Corporation (referred to as "TK Elevator" hereafter) to perform the following work on the equipment and at the location described above, in exchange for the sum of **Ninety Four Thousand Two Hundred Thirty Dollars and Eighty Cents (\$94,230.80)** inclusive of all applicable sales and use taxes pursuant to the terms and conditions contained in this Work Order (the "Work Order").

If not accepted with (30) thirty calendar days of the date presented to Purchaser, this Work Order shall automatically be revoked and shall be null and void.

## Summary:

Elevator	TKE ID	Description	Repair category
CAR 3	US1475529	Cab Fan	Energy Savings
CAR 3	US1475529	Hoistway Door Rollers	Operational
CAR 3	US1475529	Interlocks	Proactive
CAR 3	US1475529	Car Door Rollers	Operational
CAR 3	US1475529	Door Restrictor Clutch Kit	Code Requirement
CAR 3	US1475529	Car Top Inspection Station	Operational
CAR 3	US1475529	Door Operator Package	Performance
CAR 3	US1475529	Car Operating Panel (Replacement)	Operational
CAR 3	US1475529	Cab Interior	Aesthetic
CAR 3	US1475529	Flooring	Operational

For further information, please see a detailed Scope of Work on the pages that follow.



# Water Damage Work

## Order

In the event you have any questions regarding the content of this Work Order please contact me at -.

We appreciate your consideration.

Regards,

Jared Wood  
TK Elevator Corporation  
35432 Industrial Rd  
Livonia MI 48150  
jared.wood@tkelevator.com |

**Notice:**

No permits or inspections by others are included in this work, unless otherwise indicated herein. Delivery and shipping is included. All work is to be performed during regular working days and hours as defined in this Work Order unless otherwise indicated herein.

# Water Damage Work



## Order Scope of Work

### Unit Identification

City of Warren -- Parking Structure

#### Elevator Car #3

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### Scope of Work

Thyssenkrupp Elevator (TKE) shall provide a qualified team of mechanics to perform the following water damage remediation and equipment replacement for Elevator Car #3:

#### Pre-Work & Safety Procedures

- Review and verify the project scope prior to commencing work.
- Perform a comprehensive Job Hazard Analysis (JHA) to identify and mitigate potential safety hazards.
- Remove the elevator from service and install barricades at all landings to notify building occupants of ongoing work.
- Prepare and clean all affected work areas to ensure proper conditions for installation of new equipment.

#### Door Operator & Related Components

- Remove the existing car-top door operator and associated components damaged due to water intrusion.
- Furnish and install a new car-top door operator.
- Remove all water-damaged door interlocks on each floor.
- Furnish and install new door interlocks at all landings.
- Remove the damaged door clutch.
- Furnish and install a new door clutch.
- Remove all water-damaged hoistway and car door rollers. (Rubber rollers exposed to water may dry out, crack, and cause operational failures.)
- Furnish and install new hoistway and car door rollers.

#### Electrical & Control Components

- Remove all wiring from the Car Operating Panel (COP) of Car #3 due to compromised circuit boards.
- Remove associated wiring at the elevator controller as required for COP board replacement.
- Furnish and install a new COP, including replacement boards.
- Reconnect all necessary wiring at the elevator controller.
- Reconnect all necessary wiring to the new COP.

#### Car Top & Cab Components

- Remove the water-damaged car-top inspection station (a critical safety device used for hoistway access during maintenance).
- Furnish and install a new car-top inspection station.
- Remove and replace the damaged cab fan.
- Remove the existing water-damaged cab ceiling to prevent future corrosion and mechanical issues.
- Upgrade and install a new LED downlight ceiling system.
- Remove the existing elevator flooring.
- Inspect the subfloor for water damage. If deficiencies are found, a change order will be issued to address necessary repairs.
- Furnish and install new rubber flooring comparable to the existing material.

#### Testing, Adjustments & Closeout

- Perform all necessary adjustments and troubleshooting to ensure seamless integration of new components with existing elevator systems.
  - Reinstall all panels and protective covers.
  - Conduct thorough cleanup of all work areas.
  - Perform all required State of Michigan safety inspections and testing, including a full-load weight test.
  - Return the elevator to full service upon successful completion of testing.
- 

#### Proposal Price

The proposal price includes all required permits, inspections, and associated fees.

#### Payment Terms

50% of the price set forth in this Work Order will be due and payable as a non-refundable initial progress payment within 10 days from TK Elevator's receipt of a fully executed copy of this Work Order. This initial progress payment will be applied to any applicable project management, permits, engineering, drawings and material procurement. Material will be ordered once this payment is received and the parties have both executed this Work Order.



# Water Damage Work

## Order

The remaining 50% of the price set forth in this Work Order and any fully executed change orders shall be due and payable at the time TK Elevator commences the work described in the Work Order. TK Elevator's receipt of this final payment is a condition precedent to TK Elevator's return of the equipment described in this Work Order to the full operation and use and Purchaser agrees to waive any and all claims to such operation and use until such time as that payment is made in full.

The price of this Work Order includes all value added taxes, tariffs, duties, and similar charges imposed on TK Elevator as of the date of execution of this Work Order. The price of this Work Order is subject to escalation - even after Purchaser's acceptance of this Work Order - under certain circumstances. After the date of acceptance of this Work Order and in addition to the Work Order price, Purchaser is also responsible to pay TK Elevator for any new (or any increase in): (1) applicable value added taxes, tariffs, duties, and/or other charges imposed by applicable governmental authorities; (2) charges from its suppliers for any of the applicable materials and/or components due to (a) supply chain issues, (b) the imposition of applicable value added taxes, tariffs, duties or other charges by applicable governmental authorities; and/or (c) if the completion of work called for in this Work Order occurs after any milestone mentioned earlier in this Work Order; and/or (3) charges from TK Elevator's shippers and/or freight forwarders, all along with profit and overhead associated with those amounts. When any materials and/or components applicable to the work described in this Work Order are ready to ship, TK Elevator will provide Purchaser with a change order that includes such value added taxes, tariffs, duties and/or charges imposed by applicable government authorities and/or such charges from its suppliers and freight forwarders for any of the applicable materials and/or components as set forth above, along with profit and overhead associated with those amounts, which must be executed and fully paid for prior to and as a condition precedent to such shipment.

Purchaser agrees that TK Elevator shall have no obligation to complete any steps necessary to provide Purchaser with full use and operation of the affected elevator(s) until such time as TK Elevator has been paid 100% both of the price reflected in this Work Order and for any other work performed by TK Elevator or its subcontractors in furtherance of this Work Order. Purchaser agrees to waive any and all claims to the turnover and/or use of that equipment until such time as those amounts are paid in full. TK Elevator reserves the right to assign payments owed to TK Elevator under this Work Order.

Work order price:		\$94,230.80
Initial progress payment:	(50%)	\$47,115.40
Total due upon completion:	(50%)	\$47,115.40

Please note that due to the inherent nature of water damage TK Elevator may, during the performance of this Work Order, determine that additional work beyond that described in this Work Order may be necessary. In that event TK Elevator will provide Purchaser with a written change order for Purchaser's execution. Once executed by Purchaser the associated change order will be subject to all of the terms and conditions of this Work Order. Change orders requesting TK Elevator to provide stand-by assistance to Purchaser or its contractors will be proposed by TK Elevator on a time and material basis.

This Work Order is for the performance of work which is necessary to return water-damaged equipment to operation. However, water intrusion is known to compromise certain components of an elevator system over a long period of time. As a result, TK Elevator cannot guarantee the future performance of this elevator or many of its components until extensive additional work has been performed to replace those components. TK Elevator offers this Work Order as interim solution only and in an effort to service its customers and to assist them in returning their equipment to operation in a timely manner. Should Purchaser prefer to skip this interim step, and receive a comprehensive proposal that would return the equipment to the same condition it was in prior to the event that caused the water damage, please advise TK Elevator, and TK Elevator will prepare one as quickly as time allows under the circumstances. Should Purchaser accept this Work Order for initial work necessary to return the equipment to operational status, Purchaser expressly agrees that it will not bring a claim of any type or kind in the future alleging that TK Elevator breached this Work Order or that TK Elevator was negligent for any failure to identify any additional work necessary to address the condition of the equipment caused by exposure to water. Purchaser further acknowledges that it will not allege or claim that TK Elevator is responsible for any future third-party claims or lawsuits resulting from the abnormal operation of the equipment that is the subject of this Work Order.

Insurance: Purchaser may be making an insurance claim to cover the work set forth in this Work Order. If so, it is solely Purchaser's responsibility to ensure that its insurance carrier has inspected the damage prior to the start of TK Elevator's work under this Work Order. Moreover, Purchaser's insurance carrier will likely require proof that the work has been completed and may also require an inspection of the parts/components that were replaced. It is solely Purchaser's responsibility to take custody of all parts/components, to store them at a location of Purchaser's choosing



# Water Damage Work

## Order

at Purchaser's sole expense, and to coordinate any inspections of those parts/components by its insurance carrier. The cost of any attendance by TK Elevator at such an inspection will be in addition to the services outlined above and will be the subject of a change order. Finally, Purchaser acknowledges that payment to TK Elevator for any work covered by this Work Order shall not be contingent upon payment to Purchaser by any insurance carrier or any other third party.

# Water Damage Work



## Order

### Terms and Conditions

TK Elevator does not assume any responsibility for any part of the vertical transportation equipment other than the specific components that are described in this Work Order and then only to the extent TK Elevator has performed the work described above.

No work, service, examination or liability on the part of TK Elevator is intended, implied or included other than the work specifically described above. It is agreed that TK Elevator does not assume possession or control of any part of the vertical transportation equipment and that such remains Purchaser's exclusively as the owner, lessor, lessee, possessor, or manager thereof.

Unless otherwise stated herein, TK Elevator's performance of this Work Order is expressly contingent upon Purchaser securing permission or priority as required by all applicable governmental agencies and paying for any and all applicable permits or other similar documents.

It is agreed that TK Elevator's personnel shall be given a safe place in which to work. TK Elevator reserves the right to discontinue its work in the location above whenever, in its sole opinion, TK Elevator believes that any aspect of the location is in any way unsafe until such time as Purchaser has demonstrated, at its sole expense, that it has appropriately remedied the unsafe condition to TK Elevator's satisfaction. Unless otherwise agreed, it is understood that the work described above will be performed during regular working days and hours which are defined as Monday through Friday, 8:00 AM to 4:30 PM (except scheduled union holidays). If overtime is mutually agreed upon, an additional charge at TK Elevator's usual rates for such work shall be added to the price of this Work Order.

In consideration of TK Elevator performing the work described above Purchaser, to the fullest extent permitted by law, expressly agrees to indemnify, defend, save harmless, discharge, release and forever acquit TK Elevator, its employees, officers, agents, affiliates, and subsidiaries from and against any and all claims, demands, suits, and proceedings made or brought against TK Elevator, its employees, officers, agents, affiliates and subsidiaries for loss, property damage (including damage to the equipment which is the subject matter of this Work Order), personal injury or death that are alleged to have been caused by Purchaser or any others in connection with the presence, use, misuse, maintenance, installation, removal, manufacture, design, operation or condition of the vertical transportation equipment that is the subject of this Work Order, or the associated areas surrounding such equipment. Purchaser's duty to indemnify does not apply to the extent that the loss, property damage (including damage to the equipment which is the subject matter of this Work Order), personal injury or death is determined to be caused by or resulting from the negligence of TK Elevator and/or its employees. Purchaser recognizes, however, that its obligation to defend TK Elevator and its employees, officers, agents, affiliates and subsidiaries under this clause is broader and distinct from its duty to indemnify and specifically includes payment of all attorney's fees, court costs, interest and any other expenses of litigation arising out of such claims or lawsuits.

Purchaser expressly agrees to name TK Elevator along with its officers, agents, affiliates and subsidiaries as additional insureds in Purchaser's liability and any excess (umbrella) liability insurance policy(ies). Such insurance must insure TK Elevator, along with its officers, agents, affiliates and subsidiaries for those claims and/or losses referenced in the above paragraph, and for claims and/or losses arising from the negligence or legal responsibility of TK Elevator and/or its officers, agents, affiliates and subsidiaries. Such insurance must specify that its coverage is primary and non-contributory. Purchaser hereby waives the right of subrogation.

TK Elevator shall not be liable for any loss, damage or delay caused by acts of government, labor, troubles, strikes, lockouts, fire, explosions, theft, riot, civil commotion, war, malicious mischief, acts of God, or any cause beyond its control. TK Elevator Corporation shall automatically receive an extension of time commensurate with any delay regarding the work called for in this Work Order.

Should loss of or damage to TK Elevator's material, tools or work occur at the location that is the subject of this Work Order, Purchaser shall compensate TK Elevator therefor, unless such loss or damage results solely from TK Elevator's own acts or omissions.

If any drawings, illustrations or descriptive matter are furnished with this Work Order, they are approximate and are submitted only to show the general style and arrangement of equipment being offered. Work Order.

Purchaser shall bear all cost(s) for any reinspection of TK Elevator's work due to items outside the scope of this Work Order or for any inspection arising from the work of other trades requiring the assistance of TK Elevator.

Purchaser expressly agrees to waive any and all claims for consequential, special or indirect damages arising out of the performance of this Work Order and specifically releases TK Elevator from any and all such claims.

A service charge of 1.5% per month, or the highest legal rate, whichever is less, shall apply to delinquent accounts. In the event of any default of any of the payment provisions herein, Purchaser agrees to pay, in addition to any defaulted amount, any attorney fees, court costs and all other expenses, fees and costs incurred by TK Elevator in connection with the collection of that defaulted amount.

Purchaser agrees that this Work Order shall be construed and enforced in accordance with the laws of the state or province (as applicable) where the vertical transportation equipment that is the subject of this Work Order is located and consents to jurisdiction of the courts, whether state, provincial or Federal as applicable, located there as well that to all matters and disputes arising out of this Work Order. Purchaser further agrees to waive trial by jury for all such matters and disputes.

The rights of TK Elevator under this Work Order shall be cumulative and the failure on the part of the TK Elevator to exercise any rights given hereunder shall not operate to forfeit or waive any of said rights and any extension, indulgence or change by TK Elevator in the method, mode or manner of payment or any of its other rights shall not be construed as a waiver of any of its rights under this Work Order.

In the event any portion of this Work Order is deemed invalid or unenforceable by a court of law, such finding shall not affect the validity or enforceability of any other portion of this Work Order. This Work Order shall be considered as having been drafted jointly by Purchaser and TK Elevator and shall not be construed or interpreted against either Purchaser or TK Elevator by reason of either Purchaser or TK Elevator's role in drafting same.

In the event Purchaser's acceptance of the work called for in this Work Order is in the form of a purchase order or other kind of document, the provisions, terms and conditions of this Work Order shall exclusively govern the relationship between TK Elevator and Purchaser with respect to the work described herein.



# Water Damage Work

## Order Acceptance

Purchaser's acceptance of this Work Order will constitute exclusively and entirely the agreement for the work herein described. All prior representations or agreements regarding this work, whether written or verbal, will be deemed to be merged herein, and no other changes in or additions to this Work Order will be recognized unless made in writing and properly executed by both parties. No agent or employee of TK Elevator shall have the authority to waive or modify any of the terms of this Work Order without the written approval of an authorized TK Elevator manager.

This Work Order specifically contemplates work outside the scope of any other contract currently in effect between the parties; any such contract shall be unaffected by this Work Order.

To indicate acceptance of this work order, please sign and return one (1) original of this agreement to the branch address shown below. Upon receipt of your written authorization and required materials and/or supplies, we shall implement the work called for in this Work Order.

CITY OF WARREN (Purchaser):	TK Elevator Corporation Management Approval
--------------------------------	---

By: _____ (Signature of Authorized Individual) Jeff Reeves _____ (Print or Type Name) _____ (Print or Type Title)	By: _____ (Signature of Branch Representative) Brandon Bunkelman Branch Manager _____ (Date of Execution)
_____ (Date of Acceptance)	_____ (Date of Execution)

Please contact \_\_\_\_\_ to schedule work at the following phone number \_\_\_\_\_



**REPAIR DOWN PAYMENT REQUEST**

Contract Number: US226092

Attn: Jeff Reeves  
 CITY OF WARREN  
 1 CITY SQ STE 425  
 WARREN MI, 48093

Date	Terms	Reference ID	Customer Reference # / PO
March 02, 2026	Immediate	TK-2026-00435080	
	Total Contract Price:		\$94,230.80
	Down Payment:	(50%)	\$47,115.40

For inquiries regarding your contract or services provided by TK Elevator, please contact your local account manager at -. To make a payment by phone, please call 678-904-5323 with the reference information provided below.

Current and former service customers can now pay online at:  
<https://secure.billtrust.com/tkelevator/ig/one-time-payment>

Thank you for choosing TK Elevator. We appreciate your business.

**Please detach the below section and provide along with payment.**

Customer Name: CITY OF WARREN  
 Location Name: CITY HALL PARKING STRUCTURE  
 Customer Number: 24325  
 Quote Number: 2026-2-2053026  
 Reference ID: TK-2026-00435080  
 Remittance Amount: \$47,115.40

Remit To:  
 TK Elevator  
 PO Box 3796  
 Carol Stream, IL  
 60132-3796

For overnight checks,  
 please send to:

Deluxe  
 TK Elevator 3796  
 5450 N. Cumberland Ave.  
 Chicago, IL 60656



# Repair Completion Notice to be signed at job completion

Date: \_\_\_\_\_  
Repair Job #: \_\_\_\_\_

Building Name: CITY HALL PARKING STRUCTURE  
Street Address: ONE CITY SQUARE  
City State, Zip: WARREN, MI 48093-5291

Dear Jeff Reeves,

Thank you for allowing us the opportunity to perform the repair job listed above. We have completed the work as outlined in job # \_\_\_\_\_ and the unit is now up and running. You will receive a final bill for this work shortly.

We hope your experience was exceptional and look forward to serving you in the future. If you have any questions about the repair work or your service agreement, please check one of the boxes under "Follow-Up Request" and the appropriate person will contact you soon.

### Customer Representative

Customer Name: Jeff Reeves  
\_\_\_\_\_  
Print or Type Name

Customer Signature: \_\_\_\_\_  
Signature of Authorized Individual

Title: \_\_\_\_\_  
Print or Type Title

Date: \_\_\_\_\_  
Date of acceptance

Customer Email: jreeves@cityofwarren.org  
\_\_\_\_\_  
Customer Email

### TK Elevator Representative

Name: Jared Wood  
\_\_\_\_\_  
Print or Type Name

Signature: \_\_\_\_\_  
Signature of Authorized Individual

Title: Sales Executive  
\_\_\_\_\_  
Print or Type Title

Date: \_\_\_\_\_

### Follow Up Request

If you would like a manager or department representative to contact you, please check one of the following:

- Sales Department
  - Branch Manager
  - Service Department
  - Repair Department
- Phone Number

Comments:



# REPAIRS FINANCING PROGRAM

Need to repair your elevator or escalator quickly but it's not in the budget?  
 TK Elevator has partnered with GreatAmerica Financial to offer financing for  
 Repair Projects in the United States and Canada.

**Program Details:**  
 Term Durations: 12 - 60 months  
 Loan Size: \$50,000 - \$5,000,000\*  
 100% of Project Financing Available  
 Fixed Interest Rates

**FAST Credit Approval!**  
 Loans under \$500,000 – SAME DAY  
 Loans over \$500,000\*\* – 24 to 72 Hours

**Example of \$150,000 financed over a 60-month period at various interest rates:**

Rate	Number of Payments	Payments per month
9.99%	60	\$3,186.32
10.99%	60	\$3,260.62
11.99%	60	\$3,335.91
12.99%	60	\$3,412.19

The above example's finance rates, number of payments, payment frequency and payment amounts are for illustrative purposes only and subject to change.  
 \* Loans larger than \$5,000,000 may be accepted.  
 \*\* All loans subject to credit approval.

**Additional Information:**  
 Program eligibility requires execution of 5-year maintenance agreement with TK Elevator.  
 Specific financing terms, rates and conditions will vary based on creditworthiness and GreatAmerica Financial's other terms and conditions.  
 Not all applicants will qualify.  
 TK Elevator may receive compensation from GreatAmerica as part of this program.  
 TK Elevator is not a licensed lender and does not originate or arrange financing.  
 TK Elevator is not responsible for GreatAmerica Financial's products or services, or how GreatAmerica Financial handles an applicant's information.



WARREN POLICE DEPARTMENT  
29900 S. CIVIC CENTER BLVD.  
WARREN, MI 48093  
(586) 574-4700  
FAX (586) 574-4862  
[www.cityofwarren.org](http://www.cityofwarren.org)

March 23, 2026

Downtown Development Authority Board  
City of Warren  
One City Square  
Suite 215  
Warren, MI. 48093

Re: Warren Police Department Lobby - Handicap Door Operator Repair

Dear DDA Board Members,

The Warren Police Department is requesting the Downtown Development Authority authorize funding for our lobby handicap door operator repair. This project involves repairing the push button door operator, which is currently inoperable.

Project Details:

**Recommended Company:** Great Lakes Security Hardware, 20600 14 Mile, Suite A  
Roseville, MI 48066

**Bid Number:** N/A

**Requested Amount:** \$3,460.00

**GL/Account Number:** 494-9494-97400

Attached is a quote from Great Lakes Security Hardware for the repair. The total cost for the project is \$3,460.00.

The Warren Police Department is asking for the Downtown Development Authority to provide funding for this essential project. Please find all supporting documents and backup information related to the project attached to this cover letter.

If you have any questions or require any additional information, please contact me.

Thank you for your consideration.

Sincerely,

Signed by:  
*Zachery Lemond*  
7D23A6B98DDE4B1...  
Zachery Lemond  
Sergeant  
Warren Police Dept.

Read and Concur:

DocuSigned by:  
*Mark Knapp*  
874B09CBFD6E4E8...  
Mark Knapp  
Assistant Controller

Read and Concur:

Signed by:  
*Mary Michaels*  
119806BF52344A1...  
Mary Michaels  
Acting City Attorney

**Great Lakes Security Hardware**  
**20600 14 Mile, Suite A**  
**Roseville MI 48066**  
**Phone 888-855-6257**  
**Fax 586-791-5375**

**QUOTE**

<b>DATE</b>	<b>QUOTE #</b>	<b>CUST #</b>
2/25/2026	0000078972	0014119

**BILL TO:**  
 Warren Police Department  
 29900 Civic Center Dr.  
 Warren MI 48093

**GO TO:**  
 Warren Police Department  
 29900 Civic Center Drive  
 Warren, MI 48093

P.O. NUMBER		TERMS	SALES PERSON	
PO# Needed		NET 45	Jon	
QUAN	DESCRIPTION		PRICE EACH	AMOUNT
	Estimate to Install New Commercial Handicap Door Operator on (East Entrance) Exterior Vestibule Door			
1.00	GT8710RH-313	Gemini Low Energy Commercial ADA Door Operator RH Outswing w/ No Drop Arm Dark Bronze (40" Box Standard Revel)		
1.00		Service Call & Labor to Install Handicap Door Operator, Connect Existing Activation Push Buttons, Synchronize with Interior Vestibule Door, and Check for Proper Operation when Used.		
1.00		Total Quote	3,710.00	3,710.00
1.00		*Note: Deduct \$250.00 if Existing Operator Cannot be Repaired. Refer to Quote# 78975.	-250.00	-250.00
<b>TOTAL</b>				<b>\$3,460.00</b>



CITY CONTROLLER  
ONE CITY SQUARE, SUITE 425  
WARREN, MI 48093-6726  
(586) 574-4600  
[www.cityofwarren.org](http://www.cityofwarren.org)

March 3, 2026

City of Warren  
Downtown Development Authority Board

RE: Adoption of the Fiscal 2026 DDA Budget  
As Approved By Warren City Council

Dear DDA Board Members:

The process for developing the operating budget for the Downtown Development Authority in past years has been rather loosely structured. Requests have been prepared by the City Administration with final budget adoption by City Council. The Board itself has historically had little input in the budget process before adoption.

For Fiscal 2027, July 1, 2026 through June 30, 2027, and thereafter, that process will change. The Administration, after deliberation with City departments, will structure a recommendation for the Board to consider. Before formal adoption by City Council, the DDA Board will have opportunity for direct input.

For Fiscal 2026, we have a housekeeping item to address with regard to the operating budget. There should be formal acceptance of the 2026 budget by the DDA Board. It is "after the fact" but something we need for audit compliance, particularly with regard to the transfer of the Act 345 millage collection to the General Fund.

The attached resolution is similar to that approved by the Board for the 2025 Fiscal Year with the exception that it includes reference to budget amendments approved by City Council subsequent to budget adoption for Police Department entrance repairs and reappropriation of funding for projects approved in the prior fiscal year but not expended before June 30, 2025.

We respectfully request your review and adoption of the attached resolution.

Sincerely,

A handwritten signature in blue ink, appearing to read "Richard Fox", written over a faint, large watermark of the Warren logo.

Richard Fox  
City Controller

attachment

CITY OF WARREN, MICHIGAN  
DOWNTOWN DEVELOPMENT AUTHORITY  
FISCAL 2026 BUDGET ACTIVITY

GL Number	Description	25-26	25-26	25-26
		Original Budget	Amended Budget	Activity Thru 02/28/2026
<b>Fund: 494 DDA ADMINISTRATION FUND</b>				
<b>Account Category: Estimated Revenues</b>				
494-0080-40309	PROPERTY TAXES: DDA	9,075,422	9,075,422	6,806,574.00
494-0080-57300	LOCAL COMM STABILIZ SHARE	4,328,000	4,326,000	3,905,350.54
494-0080-66500	INTEREST ON INVESTMENTS	700,000	700,000	393,470.76
494-0080-67900	MISCELLANEOUS REVENUE	25,000	25,000	-
494-0080-69901	FUND BALANCE APPROPRIATED	5,523,353	14,755,310	-
<b>Estimated Revenues</b>		<b>19,649,775</b>	<b>28,881,732</b>	<b>11,105,395.30</b>
<b>Account Category: Appropriations</b>				
494-9494-70300	APPOINTED OFFICIAL	194,793	194,793	130,430.86
494-9494-70703	CLERICAL CO-OP	50,000	50,000	11,507.80
494-9494-70705	TEMPORARY - INSPECTION	75,000	75,000	16,473.00
494-9494-71302	EDUCATION ALLOWANCE	2,000	2,000	1,000.00
494-9494-71303	CLEAN/CLOTHING ALLOWANCE	800	800	800.00
494-9494-71500	SOCIAL SECURITY	25,850	25,850	12,340.70
494-9494-71900	EMPLOYEE INSURANCES	92,893	92,893	18,910.44
494-9494-71904	RETIREE HEALTH INSURANCE	21,971	21,971	16,479.00
494-9494-71905	H.S.A. EXPENSE	4,258	4,258	2,712.57
494-9494-71906	SUPL LIFE INSURANCE EXP	500	500	-
494-9494-72100	LONGEVITY	6,355	6,355	3,400.00
494-9494-72101	BONUS/SICK REDEMPTION	8,922	8,922	-
494-9494-72201	DEFINED CONTRIBUTION EXP	21,288	21,288	13,562.99
494-9494-72700	OFFICE SUPPLIES	3,000	3,000	-
494-9494-80100	CONTRACTUAL SERVICES	1,000,000	1,000,000	460,575.09
494-9494-80200	POSTAGE	5,000	5,000	127.40
494-9494-85300	TELEPHONE & RADIO	700	700	190.47
494-9494-86100	MILEAGE	2,000	2,000	545.63
494-9494-86400	CONFERENCES & WORKSHOPS	10,000	10,000	550.00
494-9494-92000	PUBLIC UTILITIES	3,000	3,000	17,707.43
494-9494-95000	ADMINISTRATIVE COSTS	457,900	457,900	343,424.97
494-9494-95800	MEMBERSHIPS & DUES	12,000	12,000	6,625.00
494-9494-95808	8 MILE VISION/ACTION PLAN	7,200	7,200	-
494-9494-96123	CITY FLOWER PLANTINGS	25,000	25,000	-
494-9494-96301	TRANS TO GENERAL FUND	1,776,350	1,776,350	-
494-9494-96391	TRANS TO 2013 (2002) DDA DEBT #391	1,259,767	1,259,767	1,259,767.00
494-9494-96392	TRANS TO 2023 DDA GEN OB #392	1,660,000	1,660,000	484,500.00
494-9494-96393	TRANS TO 2014 (2003&2004) DDA DEBT #393	2,974,600	2,974,600	2,914,125.00
494-9494-96394	TRANS TO 2015 (2005 DDA) DEBT #394	1,317,375	1,317,375	1,264,900.00
494-9494-96495	TRANSFER TO TIFA	500,000	500,000	500,000.00
494-9494-97400	CAPITAL IMPROVEMENTS	8,131,253	17,363,210	2,309,360.71
<b>Appropriations</b>		<b>19,649,775</b>	<b>28,881,732</b>	<b>9,790,016.06</b>
<b>Fund 494 - DDA ADMINISTRATION FUND:</b>				
<b>TOTAL ESTIMATED REVENUES</b>		<b>19,649,775</b>	<b>28,881,732</b>	<b>11,105,395.30</b>
<b>TOTAL APPROPRIATIONS</b>		<b>19,649,775</b>	<b>28,881,732</b>	<b>9,790,016.06</b>
<b>NET OF REVENUES &amp; APPROPRIATIONS:</b>		<b>-</b>	<b>-</b>	<b>1,315,379.24</b>

CITY OF WARREN  
DOWNTOWN DEVELOPMENT AUTHORITY

RESOLUTION FOR CONCURRENCE WITH COUNCIL ADOPTED DOWNTOWN  
DEVELOPMENT AUTHORITY BUDGET FOR FISCAL YEAR 2026  
JULY 1, 2025 THROUGH JUNE 30, 2026

Minutes of the meeting of the Board of Directors of the City of Warren  
Downtown Development Authority, County of Macomb, Michigan, on  
\_\_\_\_\_ at 3:00 p.m.

PRESENT: \_\_\_\_\_  
\_\_\_\_\_

ABSENT: \_\_\_\_\_  
\_\_\_\_\_

The following resolution was offered by Director \_\_\_\_\_  
and supported by Director \_\_\_\_\_

WHEREAS, on May 13, 2025, the City Council of the City of Warren adopted  
the Fiscal Year 2026 operating budgets for the various funds of the City, and

WHEREAS, the adopted budgets include the operating budget for the  
Downtown Development Authority (DDA), and

WHEREAS, said adopted DDA budget includes expenditure allocations of  
\$19,649,775 for operating expenses, capital projects and debt service, and

WHEREAS, said adopted DDA budget includes estimated financial resources  
of \$19,649,775, including estimated property tax revenue of \$9,075,422, and

WHEREAS, the estimated property tax revenue includes the DDA's collection  
of \$1,776,350 in property tax revenues from the Act 345 special millage for Police  
& Fire pension and retiree health care cost, and

WHEREAS, the DDA is electing to refrain from the utilization of the Act 345 millage revenue and allow it to flow through to the General Fund to support Police and Fire pension and retiree health care cost, and

NOW, THEREFORE, BE IT RESOLVED, that the Downtown Development Authority, concurs with City Council adopted DDA budget as its base for operation for the 2026 Fiscal Year.

BE IT FURTHER RESOLVED, that the Downtown Development Authority concurs with City Council approved amendments on August 26, 2025, in the amount of \$1,210,704, to provide funding for Police Department entrance repairs and on October 28, 2025, in the amount of \$8,021,253, to reappropriate funding for projects approved in the 2025 Fiscal Year but not completed by June 30, 2025.

YEAS: \_\_\_\_\_

\_\_\_\_\_

NAYS: \_\_\_\_\_

\_\_\_\_\_

ABSENT: \_\_\_\_\_

\_\_\_\_\_

WARREN DDA

DDA LIST OF BILLS

4/1/2026

Required Formal Approval of the Following:

PAYEE	Vendor Number	DATE OF INVOICE	GL Account #	AMOUNT	Invoice #	PO#	DETAILS
RAM CONSTRUCTION SERVICES	004721	3/18/2026	494-9494-97400	77,869.35	PAYMENT #5 - PD-25-829	NON-PO	PD ENTERANCE REPAIRS
MOTOROLA SOLUTIONS INC	009327	11/10/2025	494-9494-97400	40.50	8282234321	2632587	RADIO EQUIPMENT/TRANSMITTERS
HUBBELL ROTH & CLARK INC	009737	3/11/2026 & 3/26/2026	494-9494-80100, 494-9494-97400, & 494-0000-09493	77,369.05	233813, 233817, 233821, 232623, 233836, 232635, 232636, 233839, 228271, & 229244	NON-PO	POLICE HQ - PLAZA REPAIRS   POLICE EVIDENCE TECH LAB REMODEL   FS 5 TRAFFIC SIGNAL
MACOMB COUNTY CHAMBER	012969	2/16/2026	494-9494-95800	1,285.00	24257	2633822	MEMBERSHIP DUES
HALLAHAN & ASSOCIATES PC	015071	3/2/2026	494-9494-80100	4,650.20	23681	2632952	PROPERTY TAX APPEAL SERVICES
BRENCAL CONTRACTORS INC	016643	12/31/2025	494-9494-97400	123,721.76	APPLICATION 01	2632339	ECKSTEIN PARK RESTROOM RENOVATIONS
PLANTERRA CORPORATION	017360	3/1/2026	494-9494-80100	373.68	40532	2632262	HORTICULTURE MAINTENANCE - CITY HALL ATRIUM
METRO SIGNS & LIGHTING	019156	1/29/2026	494-9494-97400	4,895.00	252173-1	2632964	WALL SIGN - CONFERENCE ROOM A
DECIMA LLC	019886	2/11/2026	494-9494-97400	67,035.40	PR 10109-INV-002 & PR 10109-INV-001-R2	2632340	EVIDENCE TECH LAB RENOVATION
ARGENT INSTITUTIONAL TRUST	019919	2/4/2026	494-9494-80100	500.00	78663	NON-PO	WARREN BOND 2023 - ADMIN FEE
DORE & ASSOCIATES INC	019984	3/24/2026	494-9494-97400	39,050.00	1103-01	2633121	HAZARDOUS MATERIAL ABATEMENT & DEMOLITION AT 6020 CHICAGO
JOHNSON CONTROLS BUILDING SOLUTIONS LLC	020006	3/3/2026 & 02/10/2026	494-9494-97400	57,190.67	1-137321500688, 1-137321303527, & 49054828	2633433 & 2633770	8777 COMMON (BRAC) HVAC REPAIRS   INSTALL OF METASYS HVAC CONTROL - PHASE 2
<b>TOTAL:</b>				<b>453,980.61</b>			



**PAYMENT REQUEST**

Date : 3/18/2026  
 To : Tom Bommarito, Economic Development Director  
 From : Engineering Division

Re :	Payment No.	<u>5</u>	Payee :	<u>RAM Construction Services of Michigan</u>
	Project No.	<u>PD-25-829</u>		<u>13800 Eckles Road</u>
	Location	<u>Police Department</u>		<u>Livonia, MI, 48150</u>
	Improvement:	<u>Entrance Repairs</u>		

Original Contract Amount	(DDA Approval 1/8/2025)	\$1,118,106.00	
Current Contract Amount			<u>\$1,118,106.00</u>
Total Work performed as of :	02/28/26	\$827,621.92	
Less Retainage	10.00%	\$82,762.19	
Net Amount Earned to Date		\$744,859.73	
Amount of Previous Payment Requests		\$666,990.38	
<b>Amount Due This Estimate</b>			<b><u>\$77,869.35</u></b>
Retainage Previously Withheld		\$74,110.04	
Retainage Change this Pay Estimate		\$82,762.19	

Chargeable to : GL Account#: 494-9494-97400 \$77,869.35

Chargeable to :

Prepared by:  
 DocuSigned by:  
  
 FE012968B0764E1  
 Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment by:  
 DocuSigned by:  
  
 874B09CBFD6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: payee

PD-25-829  
 Police Plaza Entrance Repairs  
 Estimate No. 5



Contractor: RAM Construction Services of Michigan  
 Address: 13800 Eckles Road  
 City: Livonia, MI, 48150

DESCRIPTION	ORIGINAL CONTRACT AMOUNT	AMOUNT TO DATE	AMOUNT THIS PAYMENT
Original Contract Amount	\$1,118,106.00		
Total Work Performed as of: 2/28/2026		\$ 827,621.92	\$ 827,621.92
Less Retainage 10.00%		\$ 82,762.19	\$ 82,762.19
Net Amount Earned		\$ 744,859.73	\$ 744,859.73
Less Previous Payments		\$ 666,990.38	\$ 666,990.38
<b>Total Amount Due this Estimate</b>		<b>\$ 77,869.35</b>	<b>\$ 77,869.35</b>
Original Contract Amount	\$ 1,118,106.00		
Total Local Road Capital Improvement Fund Work Performed as of: 2/28/2026		\$ 827,621.92	\$ 827,621.92
Less Retainage 10.00%		\$ 82,762.19	\$ 82,762.19
Net Amount Earned		\$ 744,859.73	\$ 744,859.73
Less Previous Payments		\$ 666,990.38	\$ 666,990.38
GL Account#: 494-9494-97400		\$ 77,869.35	\$ 77,869.35
I certify that I have checked this periodic estimate; that to the best of my knowledge and belief it is true and correct statement of work performed by the contractor; that all work included in this periodic estimate has been inspected by me or my duly authorized representative or assistants and it has been performed in full accordance with the requirements of the contract.			
for the City of Warren, Tina G. Gapshes, P.E. City Engineer			

# APPLICATION AND CERTIFICATE FOR PAYMENT

AIA DOCUMENT G702 (Instructions on reverse side)

TO (OWNER): City of Warren 29900 S. Civic Center Blvd. Warren, MI 48093 PROJECT: City of Warren Police Dept. Entrance 29900 S. Civic Center Blvd. Warren, MI 48093 APPLICATION NO.: 5 PERIOD TO: 28-Feb-26 DISTRIBUTION TO: OWNER ARCHITECT CONTRACTOR

FROM (CONTRACTOR): RAM Construction Services of Michigan 13800 Eckles Road Livonia, Michigan 48150 VIA (ARCHITECT, HRC - Christa Crist OWNERS PROJECT # 0 RAM PROJECT # 213291 CONTRACT DATE: September 10, 2025

CONTRACT FOR:

Application is made for Payment, as shown below, in connection with the Contract Continuation Sheet, AIA Document G703, is attached.

# CONTRACTOR'S APPLICATION FOR PAYMENT

CHANGE ORDER SUMMARY		ADDITIONS	DEDUCTIONS
Change Orders approved in previous months by Owner			
TOTAL \$		\$ -	\$ -
Approved this Month			
Number	Date Approved		
TOTALS \$		\$ -	\$ -

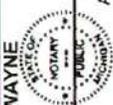
Net Change by Change Orders \$ -  
 The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract

Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR:  RAM Construction Services  
 By: Alex Cohen - Controller Date: 02/27/2026

# ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising the above application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief, the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

State of MICHIGAN County of WAYNE  
 Subscribed and Sworn to before me this 02/27/2026  
 Notary Public  
  
 Kristen Wickens  
 My Commission Expires: December 28, 2030  
 Acting in the County of Wayne

AMOUNT CERTIFIED \$ 77,869.35  
 (Attach explanation if amount certified differs from the amount applied for.)  
 ARCHITECT:  
 By:  Christa K. Crist Date: 3/17/26  
 This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

- ORIGINAL CONTRACT SUM \$ 1,118,106.00
- Net change by Change Orders \$ -
- CONTRACT SUM TO DATE (Line 1+/-2) \$ 1,118,106.00
- TOTAL COMPLETED & STORED TO DATE (Column G on G703) \$ 827,621.92
- RETAINAGE:
  - 10% of Completed Work (Column D + E on G703) \$ 82,762.19
  - 10% of Stored Material (Column F on G703) \$ -
 Total Retainage (Line 5a + 5b or Total in Column I of G703) \$ 82,762.19
- TOTAL EARNED LESS RETAINAGE (Line 4 less Line 5 Total) \$ 744,859.73
- LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate) \$ 666,990.38
- CURRENT PAYMENT DUE \$ 77,869.35
- BALANCE TO FINISH, PLUS RETAINAGE (Line 3 less Line 6) \$ 373,246.27

**CONTINUATION SHEET**

AIA DOCUMENT G703 (Instructions on reverse side)

PAGE 3 of 6 PAGES

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification, is attached. In tabulations below, amounts are stated to the nearest dollar. Use Column I on Contracts where variable retainage for line items may apply.

APPLICATION NO.: 5  
 APPLICATION DATE: February 27, 2026  
 PERIOD TO: February 28, 2026  
 ARCHITECT'S PROJECT NO.:  
 RAM PROJECT NO.: 213291

A ITEM NO.	B DESCRIPTION OF WORK	C TYPE OF UNIT	D # OF UNITS SCHEDULED	E # OF UNITS COMPLETE	F PRICE PER UNIT	G SCHEDULED VALUE	H WORK COMPLETED FROM PREVIOUS APPLICATION (D+E)	I WORK COMPLETED THIS PERIOD	J MATERIALS PRESENTLY STORED (NOT IN D OR E)	K TOTAL COMPLETED AND STORED TO DATE (D + E + F)	L % (G / C)	M BALANCE TO FINISH (C - G)	N RETAINAGE (IF VARIABLE RATE)
1A	1A Pressure Injection of Non-Weeping Cracks, Repair Type 1A	LF	50.0		\$ 90.00	4,500.00	0.00	0.00	0.00	0.00	0%	4,500.00	0.00
1B	1B Pressure Injection of Weeping Cracks, Repair Type 1B	LF	50.0		\$ 69.00	3,450.00	0.00	0.00	0.00	0.00	0%	3,450.00	0.00
2A	2A Concrete Surface Repair Type 2A, Depth: 1" or Less	SF	100.0	231.7	\$ 89.00	8,900.00	20,618.63	0.00	0.00	20,618.63	232%	(11,718.63)	2,061.86
2B	2B Concrete Surface Repair Type 2B, Depth: 1" to Less Than 3"	SF	100.0	75.0	\$ 136.00	13,600.00	10,200.00	0.00	0.00	10,200.00	75%	3,400.00	1,020.00
2C	2C Concrete Surface Repair Type 2C, 3" or Greater	SF	10.0	92.0	\$ 214.00	2,140.00	19,688.00	0.00	0.00	19,688.00	920%	(17,548.00)	1,968.80
3.0	3.0 Sawcut Form and Pour, Repair Type 3	CUBIC YARD	1.5	2.8	\$ 5,351.00	8,026.50	15,186.14	0.00	0.00	15,186.14	189%	(7,159.64)	1,518.61
4.0	4.0 Removal of Guardrail Post Repair Type 4	EA	11.0	14.0	\$ 262.00	2,882.00	3,668.00	0.00	0.00	3,668.00	127%	(786.00)	366.80
5.0	5.0 Horizontal Joint Repair Type 5	LF	160.0	160.0	\$ 13.50	2,160.00	2,160.00	0.00	0.00	2,160.00	100%	0.00	216.00
6.0	6.0 Composite Waterproofing System	SF	16,150.0	16,150.0	\$ 20.50	331,075.00	331,075.00	0.00	0.00	331,075.00	100%	0.00	33,107.50
7.0	7.0 Perimeter Underdrain	LUMP SUM		90.5	\$ 1,211.00	59,511.00	17,853.30	0.00	0.00	17,853.30	30%	41,657.70	1,785.33
8.0	8.0 Concrete Topping	CUBIC YARD	181.0	11.0	\$ 1,246.00	219,191.00	109,595.50	0.00	0.00	109,595.50	50%	109,595.50	10,959.55
10.0	10.0 Drain Casting Rehab	EA	11.0	11.0	\$ 1,246.00	13,706.00	6,230.00	7,476.00	0.00	13,706.00	100%	0.00	1,370.60
11.0	11.0 Blast Clean and Recoat Steel Grating System	LUMP SUM		9.0	\$ 639.00	9,002.00	9,002.00	0.00	0.00	9,002.00	100%	0.00	900.20
12.0	12.0 Guardrail/Handrail	LF	36.0	36.0	\$ 639.00	23,004.00	5,751.00	0.00	0.00	5,751.00	25%	17,253.00	575.10
13B	13B Approach Sidewalk	SF	75.0	86.0	\$ 54.00	4,050.00	4,644.00	0.00	0.00	4,644.00	115%	(594.00)	464.40
14.0	14.0 East Stair & Ramp Joint Removal and Replacement	LF	530.0	530.0	\$ 9.75	5,167.50	0.00	5,167.50	0.00	5,167.50	100%	0.00	516.75
15.0	15.0 Plaza Drain CCTV and Cleanout	LUMP SUM				8,750.00	0.00	0.00	0.00	0.00	0%	8,750.00	0.00
16.0	16.0 Removal and Replacement of Masonry, Complete (incl. ledge angle, flashing, sealant and metal trim)	SF	865.0	832.5	\$ 128.00	110,720.00	55,360.00	51,200.00	0.00	106,560.00	96%	4,160.00	10,656.00
17.0	17.0 Retaining Wall Weephole Cleanout	LUMP SUM				1,750.00	1,750.00	0.00	0.00	1,750.00	100%	0.00	175.00
18.0	18.0 General Conditions, Permits and Bonds	LUMP SUM				90,712.00	68,034.00	22,678.00	0.00	90,712.00	100%	0.00	9,071.20
19.0	19.0 Landscaping Allowance	LUMP SUM				8,750.00	0.00	0.00	0.00	0.00	0%	8,750.00	0.00
20.0	20.0 Contingency For Work Outside of the Original Pay Items	LUMP SUM				180,000.00	60,284.85	0.00	0.00	60,284.85	33%	119,715.15	6,028.49
	CO #1 Plaza Drain Bowls	LUMP SUM				16,188.91							
	CO #1 Waterproofing Tie-in	LUMP SUM				2,035.59							
	CO #1 Additional Topping Slab Thickness building/curb walls	LUMP SUM				16,245.36							
	CO #2 Addition of Dowels to steps/sidewalk	LUMP SUM				21,495.17							
	CO #2 Installation of curbs at vent shafts	LUMP SUM				1,988.19							
	CO #2 Installing Rebar/repairing deteriorated concrete at south wall	LUMP SUM				3,980.04							
	21.0 Cold Weather Protection	LUMP SUM	181.0		\$ 39.00	6,474.27	0.00	0.00	0.00	0.00	0%	7,059.00	0.00
		CUBIC YARD				1,118,106.00	741,100.42	86,521.50	0.00	827,621.92	74%	290,484.08	82,762.19



The contractor has not procured material from, or subcontracted with, any person other than those set forth and owes no money for the improvement other than the sums set forth.\*

I make this statement as the (contractor)(subcontractor) or as Controller of the (contractor) (subcontractor) to represent the owner of lessee of the property and his or her agents that the property is free from claims of construction liens, or the possibility of construction liens, except as specifically set forth in this statement and except for claims of construction liens by laborers that may be provided under Section 109 of the Construction Lien Act, 1980 PA 497, MCL 570.1109.

**WARNING TO OWNER OR LESSEE: AN OWNER OR LESSEE OF THE PROPERTY MAY NOT RELY ON THIS SWORN STATEMENT TO AVOID THE CLAIM OF A SUBCONTRACTOR, SUPPLIER, OR LABORER WHO HAS PROVIDED A NOTICE OF FURNISHING UNDER SECTION 109 OF CONSTRUCTION LIEN ACT, 1980 PA 497, MCL 570.1109 TO THE DESIGNEE OR TO THE OWNER OR LESSEE IF THE DESIGNEE IS NOT NAMED OR HAS DIED.**

ON RECEIPT OF THIS SWORN STATEMENT, THE OWNER OR LESSEE, OR THE OWNER'S OR LESSEE'S DESIGNEE MUST GIVE NOTICE OF ITS RECEIPT, EITHER IN WRITING, OR BY TELEPHONE, OR PERSONALLY, TO EACH SUBCONTRACTOR, SUPPLIER, AND LABORER WHO HAS PROVIDED A NOTICE OF FURNISHING UNDER SECTION 109 OR, IF A NOTICE OF FURNISHING IS EXCUSED UNDER SECTION 108 OR 108A, TO EACH SUBCONTRACTOR, SUPPLIER, AND LABORER NAMED IN THE SWORN STATEMENT. IF A SUBCONTRACTOR, SUPPLIER WHO HAS PROVIDED A NOTICE OF FURNISHING OR WHO IS NAMED IN THE SWORN STATEMENT MAKES A REQUEST, THE OWNER, LESSEE, OR DESIGNEE SHALL PROVIDE THE REQUESTER A COPY OF THE SWORN STATEMENT WITHIN 10 BUSINESS DAYS AFTER RECEIVING THE REQUEST.

Alex Cohen - Controller  
Deponent Printed Name  
  
Deponent Signature

**WARNING TO DEPONENT: A PERSON WHO GIVES A FALSE SWORN STATEMENT WITH INTENT TO DEFRAUD IS SUBJECT TO CRIMINAL PENALTIES AS PROVIDED IN SECTION 110 OF THE CONSTRUCTION LIEN ACT, 1980 PA 497, MCL 570.1110.**

Subscribed and sworn to before me this  
February 27, 2026

  
Notary Public: Kristen Wickens



KRISTEN WICKENS  
My Commission Expires  
December 28, 2030  
County of Wayne  
Acting in the County of Wayne

Wayne County, Michigan

Kristen Wickens  
Notary Public, Wayne County  
My Commission Expires: December 28, 2030

\*Materials furnished by a contractor or a subcontractor out of his or her own inventory, and which has not been purchased specifically for the purpose of performing the contract, need not be listed.



Motorola Solutions, Inc.  
500 West Monroe  
Chicago IL 60661  
United States  
Federal Tax ID: 36-1115800

**Invoice 8282234321**

<b>Issue Date</b> Nov 10, 2025	<b>P.O. No.</b> 2632587	<b>P.O. Date</b> Sep 18, 2025
<b>Sales Order</b> 3203904382	<b>Delivery No.</b> 9112851107	<b>Customer No.</b> 1000194051

**Billing Address**

WARREN FIRE DEPT, CITY OF  
ATTN: Accounts Payable  
1 CITY SQUARE  
STE 425  
WARREN MI 48093  
United States

**Shipping Address**

WARREN FIRE DEPT, CITY OF  
23295 SCHOENHERR RD  
WARREN MI 48089  
United States

**Important Information**

Ultimate Destination: United States  
Freight Terms: FREIGHT PREPAID  
Inco Term: CPT  
NEAREST PORT OF IMPORT

**For all invoice payment inquiries contact**

SLT5CTRC@motorolasolutions.com  
Telephone: 800-247-2346

**Payment Details**

**Payment Method / Terms**

Net Due in 30 Days

**Payment Address**

Motorola Solutions, Inc.  
13108 Collections Center Drive  
Chicago, IL 60693  
United States

**Bank**

Bank of America, Dallas

**Bank Account No.**

3756319806

**ABA Routing No. for ACH**

111000012

**ABA Routing No. for Wire Transfer**

026009593

**SWIFT**

BOFAUS3N

494.9494-97400

Invoice Total  
**USD 40.50**  
Payment Due Date Dec 10, 2025

**Pay Online**

[motorolasolutions.com/billing](http://motorolasolutions.com/billing)

Invoice 8282234321

Please detach here and return the bottom portion with your payment

Page 1 of 2

**Payment Coupon**

**Invoice 8282234321**

<b>Issue Date</b> Nov 10, 2025	<b>Customer No.</b> 1000194051
-----------------------------------	-----------------------------------

Please put your Transaction Number and your Customer Account Number on your payment for prompt processing.

**Billing Address**

WARREN FIRE DEPT, CITY OF  
ATTN: Accounts Payable  
1 CITY SQUARE  
STE 425  
WARREN MI 48093  
United States

**Payment Address**

Motorola Solutions, Inc.  
13108 Collections Center Drive  
Chicago, IL 60693  
United States

Invoice Total  
**USD 40.50**  
Tax Included 0.00  
Payment Due Date **Dec 10, 2025**

Provide your remittance details to:  
[US.remittance@motorolasolutions.com](mailto:US.remittance@motorolasolutions.com)

#	Description	Ship Date	Service Period	Unit Price	Qty	Amount	
1.1	ASSY,KIT,MCD 5000 DESKSET WALL MT KIT ITEM# FHN7394A	Nov 10, 2025		20.25	2	40.50	
						USD Subtotal	40.50
						USD Total Tax	0.00
						<b>USD Invoice Total</b>	<b>40.50</b>
						USD Amount Due	40.50



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 71 Docusign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 233813  
 Improvement: Police Headquarters Plaza Repairs  
 Activity: Design (workscape approved 1/6/25)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

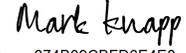
	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 39,960.00	<u>                    </u>
Contract Renewal - No Current Cap	<u>                    </u>	<u>                    </u>
Current Amended Contract Amount	<u>                    </u>	<u>                    </u>
Amount this Billing	\$ 6,440.29	\$ 6,440.29
Previously Approved Work to Date	\$ 16,359.38	\$ 899,220.68
Total Work Performed as of: 12/06/25	\$ 22,799.67	\$ 905,660.97

Total Amount Due this Payment \$ 6,440.29

Chargeable to:	DDA	494-9494-80100	100.00%	\$	6,440.29
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Chargeable to:			0.00%	\$	-
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Prepared By:  
 DocuSigned by:  
  
FE012968B0764F1...  
 Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:  
 DocuSigned by:  
  
874B09CBFD6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
CONSULTING ENGINEERS  
PO BOX 824  
BLOOMFIELD HILLS, MICHIGAN 48303-0824  
(248) 454-6300

December 30, 2025  
Project No: 20190454.09  
Invoice No: 0233813

CITY OF WARREN  
ENGINEERING DIVISION  
ONE CITY SQUARE  
SUITE 300  
WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

CITY OF WARREN POLICE DEPARTMENT ENTRANCE REPAIRS  
PLANS AND SPECIFICATIONS

Professional Services for period ending December 6, 2025

<b>Fee</b>				
		1,118,106.00		
Fee Percentage		2.88		
Total Fee		32,201.45		
Percent Complete	30.00	Total Earned	9,660.44	
		Previous Fee Billing	3,220.15	
		Current Fee Billing	6,440.29	
		<b>Total Fee</b>		<b>6,440.29</b>
		<b>Total Due this Invoice</b>		<b>\$6,440.29</b>



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 72 **DocuSign**  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 233817  
 Improvement: Police Headquarters Plaza Repairs  
 Activity: Design (workscope approved 1/6/25)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 39,960.00	
Contract Renewal - No Current Cap		
Current Amended Contract Amount		
Amount this Billing	\$ 527.79	\$ 527.79
Previously Approved Work to Date	\$ 22,799.67	\$ 905,660.97
Total Work Performed as of: 12/06/25	\$ 23,327.46	\$ 906,188.76

Total Amount Due this Payment \$ 527.79

Chargeable to:	DDA	494-9494-80100	100.00%	\$ 527.79
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Chargeable to:			0.00%	\$ -
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Prepared By:

DocuSigned by:  
  
 Tina G. Gapshes, P.E.  
 City Engineer

Approved for Payment:

DocuSigned by:  
  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

December 30, 2025  
 Project No: 20190454.12  
 Invoice No: 0233817

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E. CITY ENGINEER

POLICE DEPARTMENT ENTRANCE REPAIRS  
 SHOP DRAWINGS

Professional Services for period ending December 6, 2025

**Professional Personnel**

	Hours	Rate	Amount
Sr. Licensed Architect/Engineer/Surveyor	4.00	161.12	527.79
Totals	4.00		527.79
<b>Total Labor</b>			<b>527.79</b>

**Total Due this Invoice \$527.79**

**Billings to Date**

	Current	Prior	Total
Labor	527.79	13,139.23	13,667.02
<b>Totals</b>	<b>527.79</b>	<b>13,139.23</b>	<b>13,667.02</b>

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Project	20190454.12	SHOP DWGS POLICE DEPT ENTRANCE REPAIRS	Invoice	0233817
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## Billing Backup

Tuesday, December 30, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0233817 Dated 12/30/2025

1:55:37 PM

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### Professional Personnel

			Hours	Rate	Amount	
Sr. Licensed Architect/Engineer/Surveyor						
01773	CRIST, CHRISTA	11/10/2025	.50	161.12	80.56	
02910	WALKER, DANDRE	11/13/2025	2.00	127.78	255.56	
02910	WALKER, DANDRE	11/19/2025	1.50	127.78	191.67	
	Totals		4.00		527.79	
	<b>Total Labor</b>					<b>527.79</b>

**Total this Project                    \$527.79**

**Total this Report                    \$527.79**



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 73  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 233821  
 Improvement: Police Headquarters Plaza Repairs  
 Activity: Assessment Study (approved 6/11/24)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 6,700.00	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 447.23	\$ 447.23
Previously Approved Work to Date	\$ 5,418.80	\$ 906,188.76
Total Work Performed as of: 12/06/25	\$ 5,866.03	\$ 906,635.99

Total Amount Due this Payment \$ 447.23

Chargeable to:	DDA	494-9494-97400	100.00%	\$	447.23
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Chargeable to:			0.00%	\$	-
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Prepared By:

DocuSigned by:  
  
 FE012968B0764F1...

Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:

DocuSigned by:  
  
 874B09CBFD6E4E8

Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

December 30, 2025  
 Project No: 20190454.20  
 Invoice No: 0233821

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

CITY OF WARREN POLICE HEADQUARTERS PLAZA  
 CONDITIONS ASSESSMENT UPDATE

**Professional Services for period ending December 6, 2025**

**Professional Personnel**

	Hours	Rate	Amount	
Licensed Architect/Engineer/Surveyor	3.50	127.78	447.23	
Totals	3.50		447.23	
<b>Total Labor</b>				<b>447.23</b>
<b>Billing Limits</b>	<b>Current</b>	<b>Prior</b>	<b>To-Date</b>	
Total Billings	447.23	5,418.80	5,866.03	
Limit			6,700.00	
Remaining			833.97	
		<b>Total Due this Invoice</b>		<b>\$447.23</b>

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Project	20190454.20	POLICE DEPT ENTR REPAIRS STUDY UPDATE	Invoice	0233821
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# Billing Backup

Tuesday, December 30, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0233821 Dated 12/30/2025

2:05:46 PM

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**Professional Personnel**

			<b>Hours</b>	<b>Rate</b>	<b>Amount</b>
Licensed Architect/Engineer/Surveyor					
02910	WALKER, DANDRE	12/2/2025	1.00	127.78	127.78
02910	WALKER, DANDRE	12/3/2025	2.50	127.78	319.45
	Totals		3.50		447.23
	<b>Total Labor</b>				<b>447.23</b>

**Total this Project                    \$447.23**

**Total this Report                    \$447.23**



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 554 DOCUSIGN  
 Contract: Professional Engineering Services  
 Invoice # 232623  
 Improvement: Police Evidence Tech Lab Remodel  
 Activity: Design (workslope approved 12/1/21)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/5/13)	\$ 70,000.00	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 6,862.37	\$ 6,862.37
Previously Approved Work to Date	\$ 48,572.30	\$ 6,022,708.51
Total Work Performed as of: 11/08/25	\$ 55,434.67	\$ 6,029,570.88

Total Amount Due this Payment \$ 6,862.37

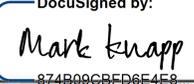
Chargeable to:	DDA	494-9494-97400	100.00%	\$	6,862.37
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Chargeable to:			0.00%	\$	-
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Prepared By:

DocuSigned by:  
  
FE012968B0764F1  
 Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:

DocuSigned by:  
  
874B00CBFD8E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

November 18, 2025  
 Project No: 20210092.12  
 Invoice No: 0232623

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

POLICE DEPARTMENT EVIDENCE TECH LAB REMODEL  
 SHOP DRAWINGS

**Professional Services for period ending November 8, 2025**

**Professional Personnel**

	Hours	Rate	Amount	
Licensed Architect/Engineer/Surveyor	51.00	127.78	6,516.78	
Graduate Architect/Engineer/Surveyor	3.50	98.74	345.59	
Totals	54.50		6,862.37	
<b>Total Labor</b>				<b>6,862.37</b>
				<b>Total Due this Invoice</b>
				<b>\$6,862.37</b>

**Billings to Date**

	Current	Prior	Total
Labor	6,862.37	0.00	6,862.37
<b>Totals</b>	<b>6,862.37</b>	<b>0.00</b>	<b>6,862.37</b>

Project 20210092.12 SHP DWG POLICE DEPT EVID TECH LAB REMOD Invoice 0232623

# Billing Backup

Tuesday, November 18, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0232623 Dated 11/18/2025

10:50:33 AM

## Professional Personnel

			Hours	Rate	Amount	
Licensed Architect/Engineer/Surveyor						
02550	SACK, STEVEN	10/13/2025	9.50	127.78	1,213.91	
02550	SACK, STEVEN	10/14/2025	.50	127.78	63.89	
02550	SACK, STEVEN	10/16/2025	4.00	127.78	511.12	
02550	SACK, STEVEN	10/18/2025	5.50	127.78	702.79	
02550	SACK, STEVEN	10/20/2025	4.00	127.78	511.12	
02550	SACK, STEVEN	10/22/2025	1.00	127.78	127.78	
02550	SACK, STEVEN	10/24/2025	9.50	127.78	1,213.91	
02550	SACK, STEVEN	10/30/2025	9.00	127.78	1,150.02	
02550	SACK, STEVEN	10/31/2025	5.00	127.78	638.90	
02550	SACK, STEVEN	11/4/2025	3.00	127.78	383.34	
Graduate Architect/Engineer/Surveyor						
02495	MANSER, EVAN	10/13/2025	1.00	98.74	98.74	
02495	MANSER, EVAN	10/15/2025	.50	98.74	49.37	
02495	MANSER, EVAN	10/16/2025	.50	98.74	49.37	
02819	MCNAMARA, MICHAEL	10/16/2025	1.00	98.74	98.74	
02819	MCNAMARA, MICHAEL	10/22/2025	.50	98.74	49.37	
	Totals		54.50		6,862.37	
	<b>Total Labor</b>					<b>6,862.37</b>
				<b>Total this Project</b>		<b>\$6,862.37</b>
				<b>Total this Report</b>		<b>\$6,862.37</b>



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 558 DOCUSIGN  
 Contract: Professional Engineering Services  
 Invoice # 233836  
 Improvement: Police Evidence Tech Lab Remodel  
 Activity: Design (workscape approved 12/1/21)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/5/13)	\$ 70,000.00	
Contract Renewal - No Current Cap		
Current Amended Contract Amount		
Amount this Billing	\$ 896.61	\$ 896.61
Previously Approved Work to Date	\$ 55,434.67	\$ 6,033,526.32
Total Work Performed as of: 12/06/25	\$ 56,331.28	\$ 6,034,422.93

Total Amount Due this Payment \$ 896.61

Chargeable to:	DDA	494-9494-97400	100.00%	\$	896.61
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Chargeable to:			0.00%	\$	-
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Prepared By:

DocuSigned by:  
  
FE012908B0704F1...  
 Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:

DocuSigned by:  
  
874B09CBED6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

December 30, 2025  
 Project No: 20210092.12  
 Invoice No: 0233836

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

POLICE DEPARTMENT EVIDENCE TECH LAB REMODEL  
 SHOP DRAWINGS

**Professional Services for period ending December 6, 2025**

**Professional Personnel**

	Hours	Rate	Amount	
Sr. Licensed Architect/Engineer/Surveyor	.50	161.12	80.56	
Licensed Architect/Engineer/Surveyor	6.00	127.78	766.68	
Graduate Architect/Engineer/Surveyor	.50	98.74	49.37	
Totals	7.00		896.61	
<b>Total Labor</b>				<b>896.61</b>
				<b>Total Due this Invoice</b>
				<b>\$896.61</b>

**Billings to Date**

	Current	Prior	Total
Labor	896.61	6,862.37	7,758.98
<b>Totals</b>	<b>896.61</b>	<b>6,862.37</b>	<b>7,758.98</b>

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Project	20210092.12	SHP DWG POLICE DEPT EVID TECH LAB REMOD	Invoice	0233836
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# Billing Backup

Tuesday, December 30, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0233836 Dated 12/30/2025

3:36:12 PM

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**Professional Personnel**

			<b>Hours</b>	<b>Rate</b>	<b>Amount</b>
Sr. Licensed Architect/Engineer/Surveyor					
02665	WEST, WILLIAM	12/2/2025	.50	161.12	80.56
Licensed Architect/Engineer/Surveyor					
02550	SACK, STEVEN	11/10/2025	3.50	127.78	447.23
02550	SACK, STEVEN	11/11/2025	1.00	127.78	127.78
02550	SACK, STEVEN	12/1/2025	1.50	127.78	191.67
Graduate Architect/Engineer/Surveyor					
02495	MANSER, EVAN	11/11/2025	.50	98.74	49.37
Totals			7.00		896.61
<b>Total Labor</b>					<b>896.61</b>

**Total this Project                    \$896.61**

**Total this Report                    \$896.61**



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 69 DocuSign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 232635  
 Improvement: Fire Station 5 Traffic Signal  
 Activity: Observation (approved 1/9/24)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

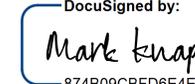
	This Project As Needed	Total Contract
Original Contract Amount (approved 11/18/23)	_____	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 1,930.56	\$ 1,930.56
Previously Approved Work to Date	\$ 197.48	\$ 896,274.03
Total Work Performed as of: 11/08/25	\$ 2,128.04	\$ 898,204.59

Total Amount Due this Payment \$ 1,930.56

Chargeable to:	DDA	494-0000493	100.00%	\$	1,930.56
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Chargeable to:			0.00%	\$	-
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Prepared By:  
 DocuSigned by:  
  
 FE012968B0764F1...  
 Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:  
 DocuSigned by:  
  
 874B09CBFD6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

November 18, 2025  
 Project No: 20230847.06  
 Invoice No: 0232635

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

WARREN FIRE STATION NO 5 TRAFFIC SIGNAL  
 OBSERVATION

**Professional Services for period ending November 8, 2025**

**Professional Personnel**

	Hours	Rate	Amount	
Senior Associate/Managing Engineer	.50	161.12	80.56	
Totals	.50		80.56	
<b>Total Labor</b>				<b>80.56</b>

**Consultants**

Consultant Testing				
11/17/2025	SOIL AND MATERIAL ENG.,INC	PROFESSIONAL SERVICES	1,850.00	
<b>Total Consultants</b>		<b>1.0 times</b>	<b>1,850.00</b>	<b>1,850.00</b>
		<b>Total Due this Invoice</b>		<b>\$1,930.56</b>

**Billings to Date**

	Current	Prior	Total
Labor	80.56	197.48	278.04
Consultant	1,850.00	0.00	1,850.00
<b>Totals</b>	<b>1,930.56</b>	<b>197.48</b>	<b>2,128.04</b>

Project	20230847.06	OBSERVATION WARREN FIRE STA 5 TS	Invoice	0232635
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# Billing Backup

Tuesday, November 18, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0232635 Dated 11/18/2025

12:00:59 PM

## Professional Personnel

			Hours	Rate	Amount	
	Senior Associate/Managing Engineer					
01535	DEFRAIN, ROBERT	10/16/2025	.50	161.12	80.56	
	Totals		.50		80.56	
	<b>Total Labor</b>					<b>80.56</b>

## Consultants

Consultant Testing						
AP 0142377	11/17/2025	SOIL AND MATERIAL ENG.,INC / PROFESSIONAL SERVICES			1,850.00	
	<b>Total Consultants</b>		<b>1.0 times</b>		<b>1,850.00</b>	<b>1,850.00</b>
				<b>Total this Project</b>		<b>\$1,930.56</b>
				<b>Total this Report</b>		<b>\$1,930.56</b>



43980 Plymouth Oaks Blvd.  
 Plymouth, MI 48170-2584  
 Phone: 734-454-9900 Fax: 734-454-7685

**INVOICE**

Remit to:  
 SME  
 P.O. Box 7410915  
 Chicago, IL 60674-0915  
 AR@sme-usa.com

Accounts Payable  
 Hubbell, Roth & Clark, Inc.  
 555 Hulet Drive  
 P.O. Box 824  
 Bloomfield Hills, MI 48303

PWP  
 LFM  
 11/17/25  
 JN 20230847.06

November 07, 2025  
 Invoice No: 168646

511.02000

**Invoice Total \$1,850.00**

Project 101690.00 City of Warren Traffic Signal Mast Arms

This invoice is for the one-time project setup fee and laboratory testing of the traffic signal mast arms anchor bolt with Charpy V-Notch testing. Fabrication reviews will be billed at a later date as charges are accrued.

Contract Amount: \$23,675.00  
 Previously Invoiced: \$0.00  
 Current Invoice: \$1,850.00  
 Contract Balance: \$21,825.00

**Professional Services from September 22, 2025 to October 26, 2025**

Task	001	Valmont - City of Warren Traffic Signal Mast Arms		
	Project Setup Fee		650.00	
			<b>Total this Task</b>	<b>\$650.00</b>
Task	002	SCN Lab - City of Warren Traffic Signal Mast Arms		
<b>Unit Billing</b>				
ANCHOR BOLTS (W/CHARPY) IMPACT TEST				
10/24/2025	25-223: 1-3/4" x 72" F1554 Gr55 Anchor Bolt Assembly	1.0 EACH @ 1,200.00	1,200.00	
	<b>Total Units</b>		<b>1,200.00</b>	
			<b>Total this Task</b>	<b>\$1,200.00</b>
			<b>Total this Invoice</b>	<b><u>\$1,850.00</u></b>

Thank you for the opportunity to be of service.  
 Project Manager Robert Blodgett

Terms: Invoice is due upon receipt. Amount not paid within 30 days are subject to 1.5% per month late charge. Retainers received will be applied to the final invoice.



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 70 Docusign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 232636  
 Improvement: Fire Station 5 Traffic Signal  
 Activity: Design (approved 1/9/24)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 20,277.00	
Contract Renewal - No Current Cap		
Current Amended Contract Amount		
Amount this Billing	\$ 1,016.09	\$ 1,016.09
Previously Approved Work to Date	\$ 17,068.15	\$ 898,204.59
Total Work Performed as of: 11/08/25	\$ 18,084.24	\$ 899,220.68

Total Amount Due this Payment \$ 1,016.09

Chargeable to:	DDA	494-0000493	100.00%	\$	1,016.09
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Chargeable to:			0.00%	\$	-
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Prepared By:

DocuSigned by:  
  
 FE012968B0764F1...

Tina G. Gapshe, P.E.  
 City Engineer

Approved for Payment:

DocuSigned by:  
  
 874B09CBED6E4E8...

Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

November 18, 2025  
 Project No: 20230847.07  
 Invoice No: 0232636

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

CITY OF WARREN FIRE STATION 5 TRAFFIC SIGNAL  
 PLANS AND SPECIFICATIONS

Professional Services for period ending November 8, 2025

**Professional Personnel**

	Hours	Rate	Amount	
Sr. Licensed Architect/Engineer/Surveyor	6.00	161.12	966.72	
Graduate Architect/Engineer/Surveyor	.50	98.74	49.37	
Totals	6.50		1,016.09	
<b>Total Labor</b>				<b>1,016.09</b>
<b>Billing Limits</b>	<b>Current</b>	<b>Prior</b>	<b>To-Date</b>	
Total Billings	1,016.09	17,068.15	18,084.24	
Limit			20,276.98	
Remaining			2,192.74	
		<b>Total Due this Invoice</b>		<b>\$1,016.09</b>

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Project	20230847.07	PLN WARREN FIRE STATION 5 TRAFFIC SIGNAL	Invoice	0232636
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# Billing Backup

Tuesday, November 18, 2025

HUBBELL, ROTH & CLARK, INC.

Invoice 0232636 Dated 11/18/2025

12:03:55 PM

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**Professional Personnel**

			<b>Hours</b>	<b>Rate</b>	<b>Amount</b>	
Sr. Licensed Architect/Engineer/Surveyor						
02231	MICHAELS, LIA	10/13/2025	2.00	161.12	322.24	
02231	MICHAELS, LIA	10/15/2025	2.00	161.12	322.24	
02231	MICHAELS, LIA	10/28/2025	1.00	161.12	161.12	
02231	MICHAELS, LIA	11/4/2025	1.00	161.12	161.12	
Graduate Architect/Engineer/Surveyor						
02818	DETWEILER, AUSTIN	10/15/2025	.50	98.74	49.37	
	Totals		6.50		1,016.09	
	<b>Total Labor</b>					<b>1,016.09</b>

**Total this Project                    \$1,016.09**

**Total this Report                    \$1,016.09**



**Engineering Division  
Payment Request**

Date: March 11, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 74 Docusign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 233839  
 Improvement: Fire Station 5 Traffic Signal  
 Activity: Observation (approved 1/9/24)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project As Needed	Total Contract
Original Contract Amount (approved 11/18/23)	_____	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 322.24	\$ 322.24
Previously Approved Work to Date	\$ 2,128.04	\$ 906,635.99
Total Work Performed as of: 12/06/25	\$ 2,450.28	\$ 906,958.23

Total Amount Due this Payment \$ 322.24

Chargeable to:	DDA	494-0000493	100.00%	\$	322.24
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Chargeable to:			0.00%	\$	-
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Prepared By:  
 DocuSigned by:  
  
 FE012968B0764F1...  
 Tina G. Gapshes, P.E.  
 City Engineer

Approved for Payment:  
 DocuSigned by:  
  
 874B09CBFD6E4E8  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
 CONSULTING ENGINEERS  
 PO BOX 824  
 BLOOMFIELD HILLS, MICHIGAN 48303-0824  
 (248) 454-6300

December 30, 2025  
 Project No: 20230847.06  
 Invoice No: 0233839

CITY OF WARREN  
 ENGINEERING DIVISION  
 ONE CITY SQUARE  
 SUITE 300  
 WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

WARREN FIRE STATION NO 5 TRAFFIC SIGNAL  
 OBSERVATION

Professional Services for period ending December 6, 2025

**Professional Personnel**

	Hours	Rate	Amount	
Senior Associate/Managing Engineer	2.00	161.12	322.24	
Totals	2.00		322.24	
<b>Total Labor</b>				<b>322.24</b>
<b>Total Due this Invoice</b>				<b>\$322.24</b>

**Billings to Date**

	Current	Prior	Total
Labor	322.24	278.04	600.28
Consultant	0.00	1,850.00	1,850.00
<b>Totals</b>	<b>322.24</b>	<b>2,128.04</b>	<b>2,450.28</b>





**Engineering Division  
Payment Request**

Date: March 26, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 78 Docusign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 228271  
 Improvement: Police Headquarters Plaza Repairs  
 Activity: Design (workslope approved 1/6/25)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 82,253.33	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 35,964.00	\$ 35,964.00
Previously Approved Work to Date	\$ 23,327.46	\$ 949,479.47
Total Work Performed from 5/1/25 to 5/24/25	\$ 59,291.46	\$ 985,443.47

Total Amount Due this Payment \$ 35,964.00

Chargeable to:	DDA	494-9494-80100	100.00%	\$	35,964.00
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Chargeable to:			0.00%	\$	-
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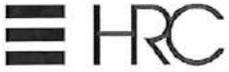
Prepared By:

Signed by:   
 \_\_\_\_\_  
ACCD698732C34E6  
 Ron Gayta  
 Engineering Office Coordinator

Approved for Payment:

DocuSigned by:   
 \_\_\_\_\_  
874B09CBFD6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
CONSULTING ENGINEERS  
PO BOX 824  
BLOOMFIELD HILLS, MICHIGAN 48303-0824  
(248) 454-6300

June 24, 2025  
Project No: 20190454.07  
Invoice No: 0228271

CITY OF WARREN  
ENGINEERING DIVISION  
ONE CITY SQUARE  
SUITE 300  
WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

CITY OF WARREN POLICE DEPARTMENT ENTRANCE REPAIRS  
PLANS AND SPECIFICATIONS

Professional Services for period ending May 24, 2025

Fee

	900,000.00		
Fee Percentage	4.44		
Total Fee	39,960.00		
Percent Complete	90.00	Total Earned	35,964.00
		Previous Fee Billing	0.00
		Current Fee Billing	35,964.00
		<b>Total Fee</b>	<b>35,964.00</b>
		<b>Total Due this Invoice</b>	<b>\$35,964.00</b>



**Engineering Division  
Payment Request**

Date: March 26, 2026

To: Tom Bommarito, Economic Development Director

From: Engineering Division

Re: Payment No. 79 DocuSign  
 Contract: RFP-W-0592 Professional Engineering Services  
 Invoice # 229244  
 Improvement: Police Headquarters Plaza Repairs  
 Activity: Design (workscope approved 1/6/25)

Payee: Hubbell, Roth & Clark, Inc.  
 P.O. Box 824  
 Bloomfield Hills, MI 48303-0824

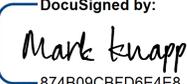
	This Project	Total Contract
Original Contract Amount (approved 11/18/23)	\$ 82,253.33	_____
Contract Renewal - No Current Cap	_____	_____
Current Amended Contract Amount	_____	_____
Amount this Billing	\$ 22,961.87	\$ 22,961.87
Previously Approved Work to Date	\$ 59,291.46	\$ 985,443.47
Total Work Performed from 6/1/25-6/30/25	\$ 82,253.33	\$ 1,008,405.34

Total Amount Due this Payment \$ 22,961.87

Chargeable to:	DDA	494-9494-80100	100.00%	\$	22,961.87
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Chargeable to:			0.00%	\$	-
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Prepared By:  
 Signed by:   
 \_\_\_\_\_  
ACCD698732C34E6...  
 Ron Gayta  
 Engineering Office Coordinator

Approved for Payment:  
 DocuSigned by:   
 \_\_\_\_\_  
874B09CBFD6E4E8...  
 Mark Knapp  
 Assistant Controller

cc: Payee



HUBBELL, ROTH & CLARK, INC.  
CONSULTING ENGINEERS  
PO BOX 824  
BLOOMFIELD HILLS, MICHIGAN 48303-0824  
(248) 454-6300

July 21, 2025  
Project No: 20190454.07  
Invoice No: 0229244

CITY OF WARREN  
ENGINEERING DIVISION  
ONE CITY SQUARE  
SUITE 300  
WARREN, MI 48093

ATTN: TINA GAPSHES, P.E., CITY ENGINEER

CITY OF WARREN POLICE DEPARTMENT ENTRANCE REPAIRS  
PLANS AND SPECIFICATIONS

Professional Services for period ending June 30, 2025

Fee

	1,386,491.00		
Fee Percentage	4.25		
Total Fee	58,925.87		
Percent Complete	100.00	Total Earned	58,925.87
		Previous Fee Billing	35,964.00
		Current Fee Billing	22,961.87
		<b>Total Fee</b>	<b>22,961.87</b>
		<b>Total Due this Invoice</b>	<b>\$22,961.87</b>

R034693

012969



# Invoice

Invoice Date:

2/16/2026

Invoice Number:

24257

PO# 2633822

28 First Street, Suite B  
Mount Clemens, MI 48043  
(586) 493-7600

DDA

City of Warren  
One City Square  
Ste. 215  
Warren, MI 48093

Terms	Due Date
Net 30	3/18/2026

Description	Quantity	Rate	Amount
Membership Dues	1	\$1,285.00	\$1,285.00
Subtotal:			\$1,285.00
Tax:			\$0.00
Total:			\$1,285.00
Payment/Credit Applied:			\$0.00
Balance:			\$1,285.00

494-9494-95800

Thank you for your support of the **Macomb County Chamber of Commerce**

Please return this portion with your payment.

Member Name: City of Warren

Invoice #: 24257

Payment Amount: \$ \_\_\_\_\_

Payment Method:  Check # \_\_\_\_\_  Credit Card

Make all checks payable to **Macomb County Chamber of Commerce** or enter credit card information below.

Enter Credit Card Billing Address (inc. zip code)

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Credit Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_\_

CVV Code (3 digits on back of card) \_\_\_\_\_

Name on Card: \_\_\_\_\_

Signature: \_\_\_\_\_

015071

Hallahan & Associates, P.C.

Attorneys at Law
1750 S. Telegraph Road, Suite 202
Bloomfield Hills, Michigan 48302-0179
(248) 731-3089

DDA

Email

March 2, 2026

City of Warren DDA
One City Square
Suite 425 - Purchasing
Warren, MI 48093

Please include Invoice No. with your payment

Invoice No. 23681

\$13,348.76

\$4,650.20

Professional services rendered through February 28, 2026

494-9494-80100

Purchase Order #2632952 (09/15/2025 - 09/14/2026)

Table with columns: Hours, Amount. Rows include 1-General, Aidan Supplier LLC & Sabba Group 2 LLC - 25-001391, Menard, Inc. - 23-001347, Saba Group LLC - 25-001390. Each row lists dates, initials, descriptions, and corresponding hours and amounts.

			<u>Hours</u>	<u>Amount</u>
<u>Vestcor II LLC - 25-000383</u>				
02/18/26	SAO	Review file and property in light of upcoming valuation disclosure deadline; create file notes and review discovery due date.	0.40	82.00
02/19/26	LMH	Prepare email to opposing counsel; prepare Motion to compel answers to discovery requests.	1.40	287.00
02/20/26	LMH	Communicate with opposing counsel; prepare Joint Motion to Extend.	1.20	246.00
02/24/26	LMH	Review/analyze Order Granting Joint Extension of Time to File and Submit Appraisals; update case file chart with deadline to file and exchange appraisals and prehearing statements and pre and post valuation discovery.	0.30	61.50
Subtotal:			<u>3.30</u>	<u>676.50</u>
<u>Windemere Real Estate LLC - 25-002084</u>				
02/02/26	LMH	Review/analyze Notice of Prehearing General Call and Order of Procedure; update case file chart with deadlines for the filing and exchange of Prehearing statements and appraisals, and pre and post valuation discovery.	0.30	61.50
Subtotal:			<u>0.30</u>	<u>61.50</u>
<u>Woodheaven Enterprises, Inc. - 25-001570</u>				
02/06/26	LMH	Review of record card; prepare First Requests for Production of Documents.	1.40	287.00
Subtotal:			<u>1.40</u>	<u>287.00</u>
<b>Subtotal of charges</b>				<u>\$4,510.00</u>
Administrative fee (2%)				\$90.20
<b>Professional services rendered</b>			<u>22.00</u>	<u>\$4,600.20</u>

Timekeeper Summary

<u>Name</u>	<u>Hours</u>	<u>Rate</u>
Laura M. Hallahan	20.40	205.00
Kelsea M. Melcher	0.20	205.00
Seth A. O'Loughlin	1.40	205.00

Expenses/Costs:

<u>Vestcor II LLC - 25-000383</u>		
02/23/26	Motion fee - efiled, joint motion to extend.	50.00
Subtotal:		<u>50.00</u>
<b>Total additional charges</b>		<u>\$50.00</u>
<b>Total amount of this bill</b>		<u>\$4,650.20</u>
<b>Previous balance</b>		\$8,698.56

**AMOUNT DUE**

Amount  
**\$13,348.76**

016643



# Document G702™ - 1992

## Application and Certificate for Payment

Inv # 1TB-W-1253 #1

**TO OWNER:** City of Warren  
One City Square, 4th Floor  
Purchasing Division  
Warren, MI 48093-5289

**FROM CONTRACTOR:** Brencal Contractors, Inc.  
26079 Schoenherr Rd.  
Warren, MI 48089

**VIA ARCHITECT:** Hiubbel, Roth & Clark Inc.  
555 Hulet Drive  
Bloomfield Hills, MI 48302

**PROJECT:** CITY OF WARREN-ECKSTEIN PARK  
Eckstein Park  
5460 Arden Avenue  
Warren, MI 48092

**APPLICATION NO:** 1

**PERIOD TO:** 12/31/2025

**CONTRACT FOR:** Restrooms at Eckstein Park

**CONTRACT DATE:** 7/22/2025

**PROJECT NOS:** 2632339

**PO #**

**Distribution to:** OWNER  ARCHITECT  CONTRACTOR  FIELD  OTHER

### CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract. AIA Document G703™, Continuation Sheet, is attached.

1. ORIGINAL CONTRACT SUM .....	\$ 279,920.18
2. NET CHANGE BY CHANGE ORDERS .....	\$ 0.00
3. CONTRACT SUM TO DATE (Line 1 ± 2) .....	\$ 279,920.18
4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) .....	\$ 137,488.62

5. RETAINAGE:	
a. 10.0% of Completed Work (Column D + E on G703)	\$ 13,748.66
b. 0.0% of Stored Material (Column F on G703)	\$ 0.00
Total Retainage (Lines 5a + 5b, or Total in Column I of G703) .....	\$ 13,748.66

6. TOTAL EARNED LESS RETAINAGE .....	\$ 123,721.76
(Line 4 minus Line 5 Total)	

7. LESS PREVIOUS CERTIFICATES FOR PAYMENT .....	\$ 0.00
(Line 6 from prior Certificate)	

8. CURRENT PAYMENT DUE .....	\$ 123,721.76
------------------------------	---------------

9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 minus Line 6)	\$ 156,198.42
--	---------------

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	\$ 0.00	\$ 0.00
Total approved this month	\$ 0.00	\$ 0.00
TOTAL	\$ 0.00	\$ 0.00
NET CHANGES by Change Order	\$ 0.00	

**CAUTION:** You should sign an original AIA Contract Document, on which this text appears in RED. An original assures that changes will not be obscured.

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The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

**CONTRACTOR:** Brencal Contractors, Inc.

By: KEVIN S BUCKEL, VICE PRESIDENT Date: 1-28-2026

State of: MI County of: Macomb

Subscribed and sworn to before me this 28th day of JANUARY

Notary Public: Judith A Ramsey

My commission expires: AUGUST 2, 2026



### ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

**AMOUNT CERTIFIED** ..... \$ 123,721.76

(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and on the Continuation Sheet that are changed to conform with the amount certified.)

**ARCHITECT:** ITB-w-1253 494-9494-97400

By: Steven Sack, RA Date: 02-06-26

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.



# AIA Document G703™ - 1992

## Continuation Sheet

AIA Document G702™ - 1992, Application and Certificate for Payment, or G732™ - 2009, Application and Certificate for Payment, Construction Manager as Adviser Edition, containing Contractor's signed certification is attached.  
 In tabulations below, amounts are in US dollars.  
 Use Column I on Contracts where variable retainage for line items may apply.

APPLICATION NO:

APPLICATION DATE: 1

PERIOD TO: 12/31/2025

ARCHITECT'S PROJECT NO: 2632339

ITEM NO.	DESCRIPTION OF WORK	C SCHEDULED VALUE	E WORK COMPLETED		F MATERIALS PRESENTLY STORED (Not in D or E)	G TOTAL COMPLETED AND STORED TO DATE (D+E+F)	H BALANCE TO FINISH (C-G)	I RETAINAGE (if variable rate)
			D FROM PREVIOUS APPLICATION (D+E)	THIS PERIOD				
1	Demolition	9,616.94	0.00	9,616.94	0.00	9,616.94	0.00	961.69
2	Doors, Frames & Hardware	24,523.19	0.00	24,523.19	0.00	24,523.19	0.00	2,452.32
3	Quarry Tile	5,138.45	0.00	0.00	0.00	0.00	5,138.45	0.00
4	Concrete & Masonry New Construc	20,229.91	0.00	20,229.91	0.00	20,229.91	0.00	2,022.99
5	Exist. Broken/Damage CMU Repair	2,472.93	0.00	2,472.93	0.00	2,472.93	0.00	247.29
6	Exist. CMU Repointing	3,022.47	0.00	3,022.47	0.00	3,022.47	0.00	302.25
7	Toilet Partitions	10,922.09	0.00	0.00	0.00	0.00	10,922.09	0.00
8	Toilet Accessories	7,556.16	0.00	0.00	0.00	0.00	7,556.16	0.00
9	Plumbing	84,629.03	0.00	33,851.61	0.00	33,851.61	50,777.42	3,385.16
10	Mechanical	17,447.87	0.00	0.00	0.00	0.00	17,447.87	0.00
11	Electrical	21,921.12	0.00	0.00	0.00	0.00	21,921.12	0.00
12	Paint & Misc	2,301.20	0.00	0.00	0.00	0.00	2,301.20	0.00
13	Exist Floor Crack Epoxy Injection	1,373.85	0.00	0.00	0.00	0.00	1,373.85	0.00
14	Roof Replacement	38,192.97	0.00	38,192.97	0.00	38,192.97	0.00	3,819.30
15	Replace Roof Decking	3,572.00	0.00	3,572.00	0.00	3,572.00	0.00	357.20
16	Contingency Allowance	27,000.00	0.00	1,986.60	0.00	1,986.60	25,013.40	198.66
GRAND TOTAL		\$279,920.18	\$0.00	\$137,468.62	\$0.00	\$137,468.62	\$142,451.56	\$13,746.86

CAUTION: You should sign an original AIA Contract Document, on which this text appears in RED. An original assures that changes will not be obscured.

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**SWORN STATEMENT**

Kevin Brickel, being duly sworn, deposes and says that he makes this affidavit on behalf of Brenca Contractors, Inc., the original Contractor/Subcontractor named in the Contract dated 7/22/2025 entered into between City of Warren and Brenca Contractors Inc., for the construction of Eckstein Park Restrooms and/or work to be performed on the premises, situated in Warren, Michigan described as follows:

**CITY OF WARREN - ECKSTEIN PARK RESTROOMS PO#2632339**  
**WARREN, MICHIGAN**

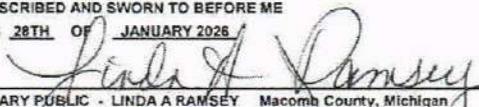
That the following is a statement, showing the names of Sub-Contractors and Material Suppliers, of all Sub-Contract and Material Commitments entered into for the furnishing of labor and/or material to the date of this affidavit in connection with said Contract, the amounts paid to them, and the amounts due or to become due to them set forth fully and correctly opposite their names, respectively, in said statement, to wit:

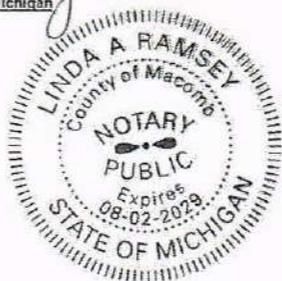
Name of Subcontractor, Supplier or Laborer	Present Amount of Contract Including Changes	Amount Previously Paid	Amount Previously Invoiced	Balance Due On Work Completed	Balance of Contract
BNE Services 6167-6	\$ 14,225.00	\$ -	\$ -	\$ 11,902.50	\$ 2,322.50
BWS Pumping & Heating 6167-4	\$ 64,906.50	\$ -	\$ -	\$ 21,769.00	\$ 43,117.50
Clarkston Tile Contractor 6167-5	\$ 3,480.00	\$ -	\$ -	\$ -	\$ 3,480.00
GetPro Painting 6167-8	\$ 8,175.00	\$ -	\$ -	\$ -	\$ 8,175.00
JD Chandler Commercial Roofing Co	\$ 30,400.00	\$ -	\$ -	\$ 27,360.00	\$ 3,040.00
R.E. Leggette Co 6167-3	\$ 11,990.00	\$ -	\$ -	\$ -	\$ 11,990.00
R.K. Hoppe Corp 6167-9	\$ 13,356.00	\$ -	\$ -	\$ 12,020.40	\$ 1,335.60
Slynn Electric 6167-7	\$ 15,956.00	\$ -	\$ -	\$ -	\$ 15,956.00
Ventcon 6167-2	\$ 12,700.00	\$ -	\$ -	\$ -	\$ 12,700.00
Brenca Contractors Inc.	\$ 104,731.68	\$ -	\$ -	\$ 50,649.86	\$ 54,081.82
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	\$ 279,920.18	\$ -	\$ -	\$ 123,721.76	\$ 156,198.42

Deponent further says that all labor has been paid in full and that the amount of payment requested will be applied to satisfy his specified obligations to subcontractors and material suppliers if such obligations have not been satisfied previously.

  
Kevin J. Brickel, Vice President

SUBSCRIBED AND SWORN TO BEFORE ME  
THIS 28TH OF JANUARY 2026

  
NOTARY PUBLIC - LINDA A. RAMSEY Macomb County, Michigan  
MY COMMISSION EXPIRES: AUGUST 2, 2029



**Fw: Pay Application #1 for Eckstein Park**

---

**From** Kirk Rehn <krehn@cityofwarren.org>

**Date** Thu 3/12/2026 3:38 PM

**To** Shanah Turner <sturner@cityofwarren.org>; Craig Treppa <ctreppa@cityofwarren.org>

**Cc** David Muzzarelli <dmuzzarelli@cityofwarren.org>

 1 attachment (1 MB)

EcksteinPayApp01\_R1\_Reviewed\_.pdf;

Hi Shannah,

Dave Muzzarelli sent me to check this out. Their pay application checks out to the progress they are making. I approve of pay application 1 to Brenca Contractors, Inc. not to exceed \$123,721.76. Pay application attached.

-Kirk Rehn

Kirk C. Rehn  
Building Director / Building Official  
Building Division  
City of Warren  
(586)574-4504 Office  
(586)574-4577 Fax  
krehn@cityofwarren.org



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**From:** David Muzzarelli <dmuzzarelli@cityofwarren.org>  
**Sent:** Monday, March 9, 2026 12:49 PM  
**To:** Kirk Rehn <krehn@cityofwarren.org>  
**Subject:** Fw: Pay Application #1 for Eckstein Park

**David Muzzarelli**



Public Service Director  
C 586-873-2747 O 586-574-4604  
F 586-574-4513 [www.cityofwarren.org](http://www.cityofwarren.org)

A city is not gauged by its length and width, but by the broadness of its vision and the height of its dreams. Herb Caen

---

**From:** Sack, Steven <SSack@hrcengr.com>  
**Sent:** Friday, February 6, 2026 4:34 PM  
**To:** Jason Spiller <jspiller@cityofwarren.org>; David Muzzarelli <dmuzzarelli@cityofwarren.org>  
**Subject:** Pay Application #1 for Eckstein Park

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**This Message Is From an External Sender**

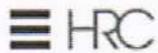
This message came from outside your organization.

Jason and Dave:

I recommend payment for Brencal for their work at Eckstein Park.

Thank you,

**Steven T. Sack, RA, NCARB** | Staff Architect  
HUBBELL, ROTH & CLARK, INC  
555 Hulet Drive, Bloomfield Hills, MI 48302  
O: 248-454-6830



017360



**Planterra**  
CORPORATION

**Invoice #40532**

3823 Childs Lake Rd.  
Milford, MI 48381

<b>Date</b>	3/1/2026
<b>Terms</b>	Net 10
<b>PO #</b>	2632262
<b>Sales Rep</b>	Zach Pliska
<b>Amount Due</b>	<b>\$373.68</b>

**Bill To**

City of Warren  
One City Square  
4th Floor  
Warren, MI 48093-5289

DDA

**Property Address**

City of Warren  
One City Square  
Warren, MI 48093-5289

**Description**

**Amount**

#8891 - Standard Horticulture Service March 2026

**\$373.68**

Subtotal	\$373.68
Sales Tax	\$0.00
<b>Total</b>	<b>\$373.68</b>
Credits/Payments	(\$0.00)
<b>Balance Due</b>	<b>\$373.68</b>

494-9494-80100

Current  
\$373.68

1-30 Days  
Past Due  
\$373.67

31-60 Days  
Past Due  
\$0.00

61-90 Days  
Past Due  
\$0.00

90+ Days  
Past Due  
\$0.00

019156



# Invoice

Date	Invoice #
01/29/2026	252173-1

Metro Signs & Lighting  
 11444 Kaltz Ave  
 Warren, MI 48089  
 586-759-2700

Contractor #

DDA

Bill To
City of Warren- City Council 5460 Arden Ave Warren, MI 48092 <b>Contact:</b>

Job site
City of Warren 5460 Arden Ave Warren, MI 48092

P.O. Number	Rep	Ordered By
2632964	Eric Ropelewski	Dave Muzzarelli

**Item** **Amount**  
**1: 1. MANUFACTURE AND INSTALL THE FOLLOWING:** \$4,895.00

A. ONE (1) pin mounted interior wall sign for the city council room that will feature the city logo and have "City Council" listed under the logo. This proposal is for the 3/8" flat cut option

Item	Price
Sales Price	\$4,895.00
Subtotal	\$4,895.00
Deposit	-\$0.00
Total	\$4,895.00
<b>Total Amount Due</b>	<b>\$4,895.00</b>

494-9494-97400

**Terms:**

**Advance Deposit Terms:** Due Upon Receipt.

**Final Invoice Terms:** Net 30. Interest of 1.5% per month will be charged on all accounts not paid in full within 30 days of invoice date.

Please remit payments to:  
Metro Signs & Lighting

You can pay using the link below:

<https://app.autobooks.co/pay/metro-sign-inc>

019886

DDA

# APPLICATION AND CERTIFICATE FOR PAYMENT AIA DOCUMENT G702 (Instructions on reverse side) PAGE ONE OF PAGES

TO OWNER: PROJECT: PR 10109-City of Warren - Warren  
 CITY OF WARREN Police Department Evidence Lab  
 Renovation

FROM CONTRACTOR: VIA ARCHITECT:  
 DECIMA LLC

INV # APPLICATION NO: PR 10109-INV-002  
 PERIOD TO: 12/10-2/06  
 PROJECT NOS.: PR 10109

Distribution to:  
 OWNER  
 ARCHITECT  
 CONTRACTOR

CONTRACT DATE: 25th July, 2025

PR # 2632340

CONTRACT FOR: PR10109 - City of Warren - Warren Police Department Evidence Lab Renovation

## CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract. Continuation Sheet, AIA Document G703, is attached.

1. ORIGINAL CONTRACT SUM ..... \$ 396,450.00
2. Net change by Change Orders .....
3. CONTRACT SUM TO DATE (Line 1 + 2) ..... \$ 396,450.00
4. TOTAL COMPLETED & STORED TO DATE ..... \$ 76,706.00  
(Column G on G703)
5. RETAINAGE:
  - a.  $\frac{10}{100}$  % of Completed Work ..... \$ 7,670.60  
(Columns D + E on G703)
  - b. % of Stored Material ..... \$  
(Column F on G703)
 Total Retainage (Line 5a + 5b or Total in Column I of G703) ..... \$ 7,670.60
6. TOTAL EARNED LESS RETAINAGE ..... \$ 60,035.40  
(Line 4 less Line 5 Total)
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT ..... \$ 25,030.98  
(Line 6 from prior Certificate)
8. CURRENT PAYMENT DUE ..... \$ 44,004.42
9. BALANCE TO FINISH, INCLUDING RETAINAGE ..... \$ 327,414.60  
(Line 3 less Line 6)

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner		
Total approved this Month		
TOTALS		
NET CHANGES by Change Order		

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR:

By: ALEX BALOCH

Date: 02/09/2026

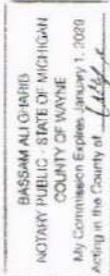
State of: Michigan

County of: Wayne

Subscribed and sworn to before me this 9th day of February

Notary Public:

My Commission expires: 01-01-2029



## ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED ..... \$ 42,004.42

(Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

ARCHITECT:

By: Steven Sack, RA

Date: 02-11-26

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

494-9494-97400  
ITB-W-0996

988610

# CONTINUATION SHEET

AIA DOCUMENT G703

1

1

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification is attached.  
 In Tabulations below, amounts are stated to the nearest dollar.  
 Use Column 1 on Contracts where variable retainage for line items may apply.

APPLICATION NUMBER: PR 10109-INV-002  
 APPLICATION DATE: 2/9/2026  
 PERIOD TO: 12/10-2/06

## WORK COMPLETED

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D FROM PREVIOUS APPLICATION	E THIS PERIOD	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G + C)	H BALANCE TO FINISH (C - G)	I RETAINAGE
1	General Demolition	\$ 16,000.00	\$ 0.00	\$ 16,000.00	\$ 0.00	\$ 16,000.00	100%	\$ 0.00	\$ 1,600.00
2	New Doors, Frames & Hardware	\$ 6,600.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 6,600.00	\$ 0.00
3	New Flooring, Finishes, Ceiling, Wall Mods	\$ 18,860.00	\$ 0.00	\$ 4,715.00	\$ 0.00	\$ 4,715.00	25%	\$ 14,145.00	\$ 471.50
4	Appliances	\$ 5,450.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 5,450.00	\$ 0.00
5	New North Wall Casework (Elev 2/Q2-00)	\$ 8,580.00	\$ 0.00	\$ 1,716.00	\$ 0.00	\$ 1,716.00	20%	\$ 6,864.00	\$ 171.60
6	New East and South Corner Base Cabinets (Elevs 3,4/Q2-00 not including dishwasher)	\$ 6,215.00	\$ 0.00	\$ 1,243.00	\$ 0.00	\$ 1,243.00	20%	\$ 4,972.00	\$ 124.30
7	New South Base Cabinets, west of Door 2040B (Elev 4/Q2-00)	\$ 4,500.00	\$ 0.00	\$ 900.00	\$ 0.00	\$ 900.00	20%	\$ 3,600.00	\$ 90.00
8	Casework (Elev 5/Q2-00)	\$ 4,285.00	\$ 0.00	\$ 857.00	\$ 0.00	\$ 857.00	20%	\$ 3,428.00	\$ 85.70
9	New Island and wheeled cabinets (Room 2040)	\$ 4,500.00	\$ 0.00	\$ 900.00	\$ 0.00	\$ 900.00	20%	\$ 3,600.00	\$ 90.00
10	Office Furniture (Room 2040B)	\$ 6,550.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 6,550.00	\$ 0.00
11	New East and South Upper Cabinets (Elevs 3,4/Q2-00)	\$ 5,450.00	\$ 0.00	\$ 1,090.00	\$ 0.00	\$ 1,090.00	20%	\$ 4,360.00	\$ 109.00
12	New countertops (all locations)	\$ 10,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 10,000.00	\$ 0.00

# CONTINUATION SHEET

AIA DOCUMENT G703

1

1

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification is attached.  
 In Tabulations below, amounts are stated to the nearest dollar.  
 Use Column 1 on Contracts where variable retainage for line items may apply.

APPLICATION NUMBER: PR 10109-INV-002  
 APPLICATION DATE: 2/9/2026  
 PERIOD TO: 12/10-2/06

## WORK COMPLETED

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D FROM PREVIOUS APPLICATION	E THIS PERIOD	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G + C)	H BALANCE TO FINISH (C - G)	I RETAINAGE
13	Mechanical	\$ 50,760.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 50,760.00	\$ 0.00
14	Plumbing	\$ 37,450.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 37,450.00	\$ 0.00
15	Electrical	\$ 68,900.00	\$ 0.00	\$ 10,335.00	\$ 0.00	\$ 10,335.00	15%	\$ 58,565.00	\$ 1,033.50
16	Non-Destructive Detection Scan	\$ 20,300.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 20,300.00	\$ 0.00
17	Crack Injection Repair	\$ 5,200.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 5,200.00	\$ 0.00
18	Exercise Room Beam Repaint	\$ 5,400.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 5,400.00	\$ 0.00
19	Misc.	\$ 55,400.00	\$ 19,812.20	\$ 7,887.80	\$ 0.00	\$ 27,700.00	50%	\$ 27,700.00	\$ 2,770.00
20	Asbestos Remediation	\$ 8,000.00	\$ 8,000.00	\$ 0.00	\$ 0.00	\$ 8,000.00	100%	\$ 0.00	\$ 800.00
21	Project Contingency Allowance (Mandatory)	\$ 30,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 30,000.00	\$ 0.00
22	Bid Alternate #1 Distilled Water Station CFCI	\$ 6,500.00	\$ 0.00	\$ 3,250.00	\$ 0.00	\$ 3,250.00	50%	\$ 3,250.00	\$ 325.00
23	Bid Alternate #2 Flooring Add RT-1	\$ 11,550.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 11,550.00	\$ 0.00
		\$ 396,450.00	\$ 27,812.20	\$ 48,893.80	\$ 0.00	\$ 76,706.00		\$ 319,744.00	\$ 7,670.60

019886 DDA

TO OWNER: CITY OF WARREN FROM CONTRACTOR: DECIMA LLC PROJECT: PR 10109-City of Warren - Warren Police Department Evidence Lab Renovation VIA ARCHITECT: CONTRACT DATE: 25th July, 2025

CONTRACT FOR: PR10109 - City of Warren - Warren Police Department Evidence Lab Renovation Po # 2632340

CONTRACTOR'S APPLICATION FOR PAYMENT Application is made for payment, as shown below, in connection with the Contract. Continuation Sheet, AIA Document G703, is attached.

- 1. ORIGINAL CONTRACT SUM \$ 396,450.00
2. Net change by Change Orders \$
3. CONTRACT SUM TO DATE (Line 1 + 2) \$ 396,450.00
4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) \$ 27,812.20
5. RETAINAGE: a. 10% of Completed Work \$ 2,781.22 b. % of Stored Material \$
Total Retainage (Line 5a + 5b or Total in Column I of G703) \$ 2,781.22
6. TOTAL EARNED LESS RETAINAGE (Line 4 less Line 5 Total) \$ 25,030.98
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate) \$ 0.00
8. CURRENT PAYMENT DUE \$ 25,030.98
9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 less Line 6) \$ 371,419.02

CONTRACTOR: ALEX BALOCH By: Date: 1/12/2026
State of: Michigan County of: Wayne
Subscribed and sworn to before me this 12th day of January
Notary Public: My Commission expires: 01-01-2029

AMOUNT CERTIFIED \$ 25,030.98 (Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

ARCHITECT'S CERTIFICATE FOR PAYMENT In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED \$ 25,030.98 (Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.) ARCHITECT: Steven Sack, RA Date: 02-11-26 ITR-W-0996

AIA DOCUMENT G702 • APPLICATION AND CERTIFICATE FOR PAYMENT • 1992 EDITION • AIA® • ©1992 • THE AMERICAN INSTITUTE OF ARCHITECTS, 1735 NEW YORK AVENUE, N.W., WASHINGTON, D.C. 20006-5292 • WARNING: Unauthorized photocopying violates U.S. copyright laws and will subject the violator to legal prosecution.

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# CONTINUATION SHEET

AIA DOCUMENT G703

1

1

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification is attached.  
 In Tabulations below, amounts are stated to the nearest dollar.  
 Use Column 1 on Contracts where variable retainage for line items may apply.

APPLICATION NUMBER: PR 10109-INV-001-R2  
 APPLICATION DATE: 1/12/2026  
 PERIOD TO: 09/29-12/09

## WORK COMPLETED

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D FROM PREVIOUS APPLICATION	E THIS PERIOD	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	H BALANCE TO FINISH (C - G)	I RETAINAGE
1	General Demolition	\$ 16,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 16,000.00	\$ 0.00
2	New Doors, Frames & Hardware	\$ 6,600.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,600.00	\$ 0.00
3	New Flooring, Finishes, Ceiling, Wall Mods	\$ 18,860.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 18,860.00	\$ 0.00
4	Appliances	\$ 5,450.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,450.00	\$ 0.00
5	New North Wall Casework (Elev 2/Q2-00)	\$ 8,580.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 8,580.00	\$ 0.00
6	New East and South Corner Base Cabinets (Elevs 3,4/Q2-00 not including dishwasher)	\$ 6,215.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,215.00	\$ 0.00
7	New South Base Cabinets, west of Door 2040B (Elev 4/Q2-00)	\$ 4,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,500.00	\$ 0.00
8	Casework (Elev 5/Q2-00)	\$ 4,285.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,285.00	\$ 0.00
9	New Island and wheeled cabinets (Room 2040)	\$ 4,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,500.00	\$ 0.00
10	Office Furniture (Room 2040B)	\$ 6,550.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,550.00	\$ 0.00
11	New East and South Upper Cabinets (Elevs 3,4/Q2-00)	\$ 5,450.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,450.00	\$ 0.00
12	New countertops (all locations)	\$ 10,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 10,000.00	\$ 0.00

# CONTINUATION SHEET

AIA DOCUMENT G703

1

1

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification is attached.  
 In Tabulations below, amounts are stated to the nearest dollar.  
 Use Column 1 on Contracts where variable retainage for line items may apply.

APPLICATION NUMBER: PR 10109-INV-001-R2  
 APPLICATION DATE: 1/12/2026  
 PERIOD TO: 09/29-12/09

## WORK COMPLETED

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D FROM PREVIOUS APPLICATION	E THIS PERIOD	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G + C)	H BALANCE TO FINISH (C - G)	I RETAINAGE
13	Mechanical	\$ 50,760.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 50,760.00	\$ 0.00
14	Plumbing	\$ 37,450.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 37,450.00	\$ 0.00
15	Electrical	\$ 68,900.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 68,900.00	\$ 0.00
16	Non-Destructive Detection Scan	\$ 20,300.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 20,300.00	\$ 0.00
17	Crack Injection Repair	\$ 5,200.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 5,200.00	\$ 0.00
18	Exercise Room Beam Repaint	\$ 5,400.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 5,400.00	\$ 0.00
19	Misc.	\$ 55,400.00	\$ 0.00	\$ 19,812.20	\$ 0.00	\$ 19,812.20	36%	\$ 35,587.80	\$ 1,981.22
20	Asbestos Remediation	\$ 8,000.00	\$ 0.00	\$ 8,000.00	\$ 0.00	\$ 8,000.00	100%	\$ 0.00	\$ 800.00
21	Project Contingency Allowance (Mandatory)	\$ 30,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 30,000.00	\$ 0.00
22	Bid Alternate #1 Distilled Water Station CFCI	\$ 6,500.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 6,500.00	\$ 0.00
23	Bid Alternate #2 Flooring Add RT-1	\$ 11,550.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0%	\$ 11,550.00	\$ 0.00
		\$ 396,450.00	\$ 27,812.20	\$ 27,812.20	\$ 0.00	\$ 27,812.20		\$ 368,637.80	\$ 2,781.22



INVOICE

Date: 02/04/2026 Division: Corporate Trust Invoice No.: 78663

CITY OF WARREN
ATTN: CONTROLLER
ONE CITY SQUARE, SUITE 215
WARREN MI 48093-6726

CITY OF WARREN, COUNTY OF MACOMB,
STATE OF MICHIGAN, DOWNTOWN DEVELOPMENT
AUTHORITY BONDS (GENERAL OBLIGATION
LIMITED TAX), SERIES 2023

Account # WARRENBND23
Abbreviation: WARRENBND2023

Billing Period: 04/01/2026 - 03/31/2027

BALANCE CARRIED FORWARD: \$0.00
PREVIOUS AMOUNT BILLED: \$500.00
AMOUNT RECEIVED: \$500.00

ADMINISTRATION FEE
ANNUAL ADMINISTRATION \$500.00

TOTAL DUE \$500.00

494-9494-80100

Please Direct Wires and ACH to:
ARGENT INSTITUTIONAL TRUST COMPANY
WIRES TO: BANK OF AMERICA
ABA: 026009593 / ACCT: 334037214392
ACH TO: BANK OF AMERICA
ABA: 061000052 / ACCT: 334037214392
FBO: Invoice # listed above

Remit Checks To:
ARGENT INSTITUTIONAL TRUST COMPANY
ATTN: CORPORATE TRUST
4343 EASTON COMMONS, SUITE 120
COLUMBUS, OH 43219
\*\*Invoice# Must be on Check or
Invoice Must Accompany Check

JUNE SCHAFER 614-681-6863

Invoices are payable upon receipt

019984

DDA



Dore & Associates, Inc.  
900 Harry S. Truman Parkway  
Bay City, MI 48706

# Invoice

Date	Invoice #
3/24/2026	1103-01

<b>Bill To</b>
City of Warren Attn: Purchasing Division One City Square, Suite 425 Warren, MI 48093

P.O. No.	Terms	Project
2633121	Net 30	

Quantity	Description	Rate	Amount
1	6020 Chicago Rd. Demo services/Abatement 100% complete	37,300.00	37,300.00
1	Contingency: 18' of pipe @ \$50/ft (\$900); Air Clearance (\$850)	1,750.00	1,750.00
It's been a pleasure working with you!		<b>Total</b>	\$39,050.00

ITB-W-1643  
cc m. n 10/1/25

494-9494-97400

020006



JOHNSON CONTROLS BUILDING SOLUTIONS LLC  
Federal ID See attached

DDA

ORIGINAL INVOICE

Invoice #:	1-137321500688	Invoice Date:	03/03/2026
PO #/Auth:	2633433	Service Request:	1-137176856204
Customer WO#:		SR Type:	L&M
Customer Acct:	1374958	Branch Name:	JOHNSON CONTROLS DETROIT MI CB - 0N16

Bill To:  
CITY OF WARREN  
ATTN PURCHASING STE 425  
1 CITY SQUARE  
WARREN MI 48093

Service Site:  
CITY OF WARREN-BRAC  
8777 COMMON RD ,  
WARREN MI 48093

Contractor/License Information :

Requested By: Steve Campbell  
Phone: 5866153525

Proposal : Domestic hot water boiler pump replacement  
Proposal Date: 11/21/2025  
Accepted By: Steve Campbell

Service Requested:  
(Work Scope)

This work will be removing of old domestic hot water circulating pump that has open windings on motor. Also this pump is the wrong one as its currently cast and should be bronze for domestic water. We will be replacing pump assembly with a bronze pump. Check operation of boiler after pump is installed to determine if there is any more necessary repairs as currently this unit is un-operational.

Cost Breakdown

Labor  
Material handling, prep for install, installation, start up (Straight Time)  
Labor (1) Journeymen 6 hrs. x (1) men 6 hrs. x \$103.00 (ST) \$618.00  
Labor (1) Apprentice 6 hrs. x (1) man 6 hrs. x \$81.96 (ST) \$491.76  
Subtotal \$1,109.76  
Equipment & Misc. Materials (15%)  
Bronze HWT Pump Assembly \$1,575.74  
Misc materials: wiring, gas pipe, hi temp silicone, venting metal,etc \$75.00  
Vehicle Usage / Mileage \$75.00 x (1) \$75.00  
Subtotal \$1,725.74

Service Provided:

Replaced the domestic hot water pump. Removed the existing pump, installed a new unit, and ensured proper alignment and secure mounting. Connected all necessary piping and electrical components. Tested the new pump for correct operation and checked for leaks or abnormal noises. Verified system pressure and flow rates to confirm optimal performance. Cleaned the work area and disposed of the old pump according to regulations. Documented the replacement and provided relevant information for maintenance records.

Thank you for your business.

Total Quote Price		\$2,835.50
Sales Tax		\$0.00
Total Amount Due		USD \$2,835.50

Direct Billing Inquiries: (866) 866-0888

494-9494-97400



**JOHNSON CONTROLS BUILDING SOLUTIONS LLC**  
Federal ID See attached

**ORIGINAL INVOICE**

<b>Invoice #:</b>	<b>1-137321500688</b>	<b>Invoice Date:</b>	<b>03/03/2026</b>
<b>PO #/Auth:</b>	2633433	<b>Service Request:</b>	1-137176856204
<b>Customer WO#:</b>		<b>SR Type:</b>	L&M
<b>Customer Acct:</b>	1374958	<b>Branch Name:</b>	JOHNSON CONTROLS DETROIT MI CB - 0N16

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Terms: Unless otherwise agreed in the contract between Johnson Controls Building Solutions LLC and Customer, payment shall be due full upon receipt, and interest shall be due at a rate of 1.5% per month (18% annually) on invoices not timely paid along with any other recoverable costs of collection.

Disposable, Environmental & Usage (DEU) fee listed on this invoice may include charges for one or more of the following miscellaneous: Electrical, pneumatic, welding supplies, hardware materials, cleaning supplies, or refrigerant reclaim disposal. A lump sum charge was applied rather than itemizing usage.

We hereby certify that these goods are produced in compliance with all applicable requirements of sections 6, 7 and 12 of the Fair Labor Standards Act of 1938, as amended, and of regulations and orders of the Administrator of the Wage and Hour Division issued under section 14 thereof.

Please reference our Invoice Number and amount with your payment and send **ONLY** to the address on this invoice.

**Payment Terms:** NET 30  
**Direct Billing Inquiries:** (866) 866-0888

**Remit Payment To:**  
JOHNSON CONTROLS BUILDING SOLUTIONS LLC  
PO BOX 7411451  
CHICAGO,IL,60674-1451

**INVOICE#:** 1-137321500688  
**AMOUNT DUE:** USD \$2,835.50

**To Remit Via Credit Card:**

Due to increasing credit card processing costs, we impose a surcharge\* on the total transaction amount on credit card transactions of 2.5%, which is not greater than our credit card processing fee. We do not surcharge debit cards.

\*Due to statutory restrictions, we do not impose a surcharge on customers located in Connecticut, Maine, Massachusetts, New York or Colorado.

**To Remit Via ACH Wire Transfers:**

Bank of America  
Account#: 004451926218  
ACH Routing#: 111000012  
Wire Transfer: 026009593  
SWIFT Code: BOFAUS3N  
co-cashappusa@jci.com



Scan to Pay Online or go to:  
[www.johnsoncontrols.com/billpay](http://www.johnsoncontrols.com/billpay)

020006



DDA

JOHNSON CONTROLS BUILDING SOLUTIONS LLC  
Federal ID See attached

ORIGINAL INVOICE

Invoice #:	1-137321303527	Invoice Date:	03/03/2026
PO #/Auth:	2633433	Service Request:	1-137176102491
Customer WO#:		SR Type:	L&M
Customer Acct:	1374958	Branch Name:	JOHNSON CONTROLS DETROIT MI CB - 0N16

Bill To:  
CITY OF WARREN  
ATTN PURCHASING STE 425  
1 CITY SQUARE  
WARREN MI 48093

Service Site:  
CITY OF WARREN-BRAC  
8777 COMMON RD ,  
WARREN MI 48093

Contractor/License Information :

Requested By: Steve Campbell  
Phone: 5866153525

Proposal : Heating zone 2 circulating pump  
Proposal Date: 11/21/2025  
Accepted By: Steve Campbell

**Service Requested:** (Work Scope) Upon inspection of heating boiler, it was found that zone 2 pump has run for some time with a bad coupling causing wear on housing. This proposal is to replace pump assembly with new oem pump and Check operation of unit.

**Service Provided:** Replaced the pump on circuit 2. Removed the faulty pump, installed a new unit, and secured all connections. Checked for leaks and verified proper operation of the new pump. Documented the replacement and updated maintenance records.  
Thank you for your business.

Total Quote Price		\$2,433.62
Sales Tax		\$0.00
Total Amount Due		USD \$2,433.62

Direct Billing Inquiries: (866) 866-0888 494-9494-9740

Terms: Unless otherwise agreed in the contract between Johnson Controls Building Solutions LLC and Customer, payment shall be due full upon receipt, and interest shall be due at a rate of 1.5% per month (18% annually) on invoices not timely paid along with any other recoverable costs of collection.

Disposable, Environmental & Usage (DEU) fee listed on this invoice may include charges for one or more of the following miscellaneous: Electrical, pneumatic, welding supplies, hardware materials, cleaning supplies, or refrigerant reclaim disposal. A lump sum charge was applied rather than itemizing usage.

We hereby certify that these goods are produced in compliance with all applicable requirements of sections 6, 7 and 12 of the Fair Labor Standards Act of 1938, as amended, and of regulations and orders of the Administrator of the Wage and Hour Division issued under section 14 thereof.



**JOHNSON CONTROLS BUILDING SOLUTIONS LLC**  
Federal ID See attached

**ORIGINAL INVOICE**

<b>Invoice #:</b>	<b>1-137321303527</b>	<b>Invoice Date:</b>	<b>03/03/2026</b>
<b>PO #/Auth:</b>	2633433	<b>Service Request:</b>	1-137176102491
<b>Customer WO#:</b>		<b>SR Type:</b>	L&M
<b>Customer Acct:</b>	1374958	<b>Branch Name:</b>	JOHNSON CONTROLS DETROIT MI CB - 0N16

---

Please reference our Invoice Number and amount with your payment and send **ONLY** to the address on this invoice.

**Payment Terms:** NET 30  
**Direct Billing Inquiries:** (866) 866-0888

**Remit Payment To:**  
JOHNSON CONTROLS BUILDING SOLUTIONS LLC  
PO BOX 7411451  
CHICAGO,IL,60674-1451

**INVOICE#:** 1-137321303527  
**AMOUNT DUE:** USD \$2,433.62

**To Remit Via Credit Card:**

Due to increasing credit card processing costs, we impose a surcharge\* on the total transaction amount on credit card transactions of 2.5%, which is not greater than our credit card processing fee. We do not surcharge debit cards.

\*Due to statutory restrictions, we do not impose a surcharge on customers located in Connecticut, Maine, Massachusetts, New York or Colorado.

**To Remit Via ACH Wire Transfers:**

Bank of America  
Account#: 004451926218  
ACH Routing#: 111000012  
Wire Transfer: 026009593  
SWIFT Code: BOFAUS3N  
co-cashappusa@jci.com



Scan to Pay Online or go to:  
[www.johnsoncontrols.com/billpay](http://www.johnsoncontrols.com/billpay)

020006

020006

# APPLICATION AND CERTIFICATION FOR PAYMENT

ALA DOCUMENT G702

PAGE ONE OF 2 PAGES

TO OWNER: CITY OF WARREN

PROJECT: City of Warren CC Controls Upgrade Pha APPLICATION NO: 3

ATTN PURCHASING STE 425

PROJECT MGR: BINFORD, JOSHUA Lincoln

I CITY SQUARE

FEDERAL ID: 98-1647226

WARREN, MI 48093

Distribution to:

FROM CONTRACTOR:

VIA ARCHITECT:

Johnson Controls Building Solutions, LLC

31831 Sherman Ave

Madison Heights, MI 48071

CONTRACT FOR: control systems

REMIT TO: Johnson Controls Building Solutions, LLC

PO Box 7411451

Chicago, IL 60674-1451

PERIOD TO: 28-Feb-26

INVOICE NO: 00049054828

INVOICE DATE: 10-Feb-26

PROJECT NOS: 5N160386

P.O.NO: 2530954 2633770

CONTRACT DATE 23-Jun-25

OWNER

ARCHITECT

CONTRACTOR

## CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract. Continuation Sheet, AIA Document G703, is attached.

- 1. ORIGINAL CONTRACT SUM \$ 189,621.37
- 2. Net change by Change Orders \$ 0.00
- 3. CONTRACT SUM TO DATE (Line 1 ± 2) \$ 189,621.37
- 4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) \$ 79,416.45

- 5. RETAINAGE:
  - a. 0 % of Completed Work (Column D + E on G703) \$ 0.00
  - b. 0 % of Stored Material (Column F on G703) \$ 0.00

- Total in Column I of G703 \$ 0.00
- 6. TOTAL EARNED LESS RETAINAGE \$ 79,416.45
- (Line 4 Less Line 5 Total)
- 7. LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate) \$ 27,494.90
- 8. CURRENT PAYMENT DUE \$ 51,921.55

- 9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 less Line 6) \$ 110,204.92

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	\$0.00	\$0.00
Total approved this Month	\$0.00	\$0.00
TOTALS	\$0.00	\$0.00
NET CHANGES by Change Order	\$0.00	\$0.00

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR: Johnson Controls Building Solutions, LLC

By: Patricia Cabrera Notary Public: Patricia Cabrera Date: 02/22/2026

State of: Wisconsin County of: Milwaukee My Commission expires: 12/15/2026

## ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising the application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

494-9494-97400 TRI-10-1014

AMOUNT CERTIFIED ..... \$

(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and on the Continuation Sheet that are changed to conform with the amount certified.) ARCHITECT:

By: \_\_\_\_\_ Date: \_\_\_\_\_

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

# CONTINUATION SHEET

## AIA DOCUMENT G703

PAGE 2 OF 2 PAGES

AIA Document G703, APPLICATION AND CERTIFICATION FOR PAYMENT, containing JCI PROJECT NO: 5N160386 APPLICATION NO: 3  
 Contractor's signed certification is attached. JCI INVOICE NO: 00049054828 APPLICATION DATE: 10-Feb-26  
 In tabulations below, amounts are stated to the nearest dollar. PERIOD TO: 28-Feb-26  
 Use Column I on Contracts where variable retainage for line items may apply. BINFORD, JOSHUA Lincoln ARCHITECT'S PROJECT NO:

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D WORK COMPLETED		E THIS PERIOD	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D+E+F)	H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	% (G + C)					
1	Base Contract	\$18,962.00	\$18,962.00	\$0.00	\$0.00	\$0.00	\$18,962.00	\$0.00	\$0.00
2	Project Initiation	\$28,443.00	\$8,532.90	\$5,688.60	\$0.00	\$0.00	\$14,221.50	\$14,221.50	\$0.00
3	Engineering	\$115,582.37	\$0.00	\$46,232.95	\$0.00	\$0.00	\$46,232.95	\$69,349.42	\$0.00
4	Material	\$18,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,000.00	\$0.00
5	Installation	\$8,634.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,634.00	\$0.00
<b>GRAND TOTALS:</b>		\$189,621.37	\$27,494.90	\$51,921.55	\$0.00	\$79,416.45	\$110,204.92	\$0.00	\$0.00

This document was produced under AIA Order No. 3104243248 which expires on 10/22/2025, and is not for resale.



PARTIAL CONDITIONAL WAIVER

We the undersigned, Johnson Controls, Inc., have been employed by:  
**CITY OF WARREN**

---

to furnish the system controls for the property described as:  
**City of Warren CC Controls Upgrade Phase**

---

Therefore, we the undersigned, upon receipt of valuable consideration in the amount of: \$51,921.55 , AND any previously submitted yet unpaid invoices, hereby waive any right to pursue a lien against the above-described premises for labor or materials furnished on or before : 28-Feb-2026 . The right to assert lien rights for labor and materials furnished after said date on said property is expressly reserved.

JCI Invoice: 00049054828  
JCI Contract: 5N160386

Johnson Controls, Inc.

*Prateek*

BY: \_\_\_\_\_

Prateek  
IBC - Contract Accounting

**ADDRESS:** Intellion park 4th Floor,  
Tower 1 Khewat No  
221/274, off Golf Course  
Extn Road, village  
Berhampur  
Sector 58 Gurugram, Haryana 122004

Signed on: 12-Feb-2026