

Acquisitions • Development • Construction • Leasing • Management



Integrated Real
Estate Services

777 E. Eisenhower Parkway • Ann Arbor, MI 48108 • 734.747.6000 • OxfordCompanies.com



Oxford's mission is to serve and strengthen our community with spaces that enrich lives and enhance productivity.

Ann Arbor-Focused Investment Real Estate

20+ Years
Track Record of Success

\$500,000,000+
Assets Under Management

2.6 Million+
Commercial SF Under Management

1000+
Multifamily Residents

To our tenants and community:

More than twenty years ago, Oxford Companies was formed as a holding company for real estate acquisitions in the Ann Arbor area. A small group of us ran the tiny portfolio, from property management to maintenance to accounting.

Today, we have more than 100 CREW members managing the largest commercial and campus apartment portfolios in Ann Arbor. Our commercial occupancy is consistently above market and our multifamily occupancy reaches 100% every year.

Why capitalize CREW? Because our team moniker is also the acronym for our core values:


- Constant Improvement – We are always working to do better.
- Respectful & Accountable – Treat everyone well and own your mistakes.
- Exceed Expectations – Under-promise and over-deliver.
- Work Together – We're nothing if we don't collaborate to realize our goals.

Our culture is critical to us, and is one of the reasons we've been named a "Cool Place to Work" by Crain's Detroit Business. We are passionate about making Oxford one of Ann Arbor's most respected businesses and a place where people come to build a great career.

In 2018 we acquired 777 East Eisenhower Parkway. This property is one of the largest office buildings in Washtenaw County and the centerpiece of our portfolio in the south Ann Arbor office market. Within four months we increased occupancy at the building from 38% to 96% and announced that we were relocating the Oxford headquarters there. This sets the stage for our goal to develop Ann Arbor's Southside as a more vibrant neighborhood with increased multifamily, restaurant, and transportation options.

While we will always remain committed to Ann Arbor, we also look to expand horizons to continue the growth of our business. Increasing our economies of scale will allow us to make further investments in delivering excellent service to our customers and strong returns to our investors. As we explore opportunities to grow the portfolio, we will continue to focus on our mission to provide well-cared-for properties that enrich lives and enhance productivity.



 Jeff Hauptman
Founder and CEO

Ann Arbor-Focused Investment Real Estate

100+
CREW Members

Official “Cool Place to Work”
Crain’s Detroit Business

“Ann Arbor’s Best Landlord”
The Michigan Daily



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1 Our Values

Everyone at Oxford is part of the “CREW.” Being a CREW member means being dedicated to our core values—a set of guiding principals to bring best-in-class service to our customers and to one another.

C

Constant Improvement

Drive positive change and innovation while building flexibility and capacity to achieve new goals and our vision.

R

Respectful & Accountable

Recognize and demonstrate that everyone is important. Own your actions and meet commitments.

E

Exceed Expectations

Understand your customer’s needs. Deliver exceptional service and results that exceed those needs.

W

Work Together

Collaborate to realize goals shared by our customers, community, team and vendors.

Oxford in the Community

Oxford has been a thriving member of the Ann Arbor economic landscape since 1998, and giving back to our community is one of our longest held and cherished values. We choose to make significant contributions to support organizations which commit to the health, educational and cultural foundations of our communities.

We are proud to support our staff as they volunteer and fundraise for organizations such as:



African American
Endowment Fund



Ann Arbor Area
Community Foundation



C.S. MOTT
CHILDREN'S HOSPITAL
MICHIGAN MEDICINE



2 The Oxford CREW

Oxford Companies was founded more than 20 years ago with a couple of properties and a vision to be the leader in Ann Arbor investment real estate. By acquiring well-located properties in the greater Ann Arbor area, and hiring great people who shared our vision, we laid the groundwork for Oxford Companies as it operates today.

Now, we are proud to have the largest commercial real estate portfolio in Ann Arbor. We manage and lease more than 2.6 MM square feet of commercial property, provide housing to more than 1000 residents and have an investment portfolio worth \$500,000,000.

Our Company Culture

Working at Oxford means being part of an exceptional and ambitious team, or what we refer to as the Oxford CREW. United by our core values and shared, company-wide mission, we provide best-in-class service to our customers and each other. Our work style is collaborative, open and welcoming of new ideas. We hire the best, train like crazy and go above and beyond to treat people well. More than anything, we pride ourselves most highly on our accountability in working together to enhance our greatest asset—our community.

Awards and Recognition

Top 50 Fastest Growing Companies
Crain's Detroit Business

Top Property Managers in the Midwest
Midwest Real Estate News

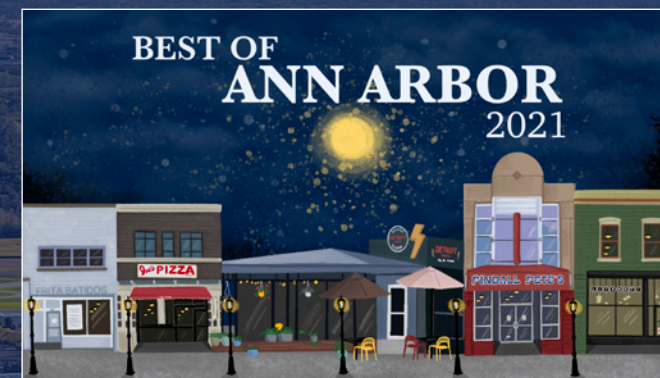
Top Real Estate Owners in the Midwest
Midwest Real Estate News

Ann Arbor's Best Landlord
The Michigan Daily

Best & Brightest Companies to Work For
Best & Brightest - National Award

Cool Places to Work
Crain's Detroit Business

CRAIN'S
DETROIT BUSINESS



25 Largest Property Managers in Metro Detroit
Crain's Detroit Business

FastTrack Award
Ann Arbor SPARK

Pyramid Award - Best Project Team
Washtenaw Contractor's Association

Michigan Economic Bright Spot
Corp Magazine

Commercial Real Estate Hall of Fame
Midwest Real Estate News - Jeff Hauptman

Notable Real Estate Executive
Crain's Detroit Business - Jeff Hauptman

Executive of the Year
MLive Media Group - Jeff Hauptman

Powerbroker Award
CoStar - Wonwoo Lee

FASTTRACK AWARDS



CoStar

POWERBROKER™ AWARD

METROPOLITAN
DETROIT'S
**BEST AND
BRIGHTEST**
COMPANIES
TO WORK FOR

winner of
**CRAIN'S
cool
places
to work**

Leadership Team



Jeff Hauptman
Owner and CEO

Jeff Hauptman is the founder and CEO of Oxford Companies. Since founding Oxford more than 20 years ago, Jeff Hauptman has grown his company from a six-person investment property management company into the largest commercial real estate services firm serving Ann Arbor.

Jeff's real estate career began in 1990 as a commercial real estate leasing agent. A University of Michigan undergrad at the time, he also founded his first company, Corporate Interiors Construction, to help facilitate his leasing efforts. After graduating with a degree in Urban Development, Jeff was recruited by Swisher Commercial as a broker and was eventually asked to run their property management division. In his nine years there, he combined his knowledge of leasing, construction and property management into an integrated platform for the benefit of his clients. He founded and maintained Swisher's well-respected annual office survey, still in use today, and was the youngest partner in the firm's history. Jeff is a strong proponent of giving back to the Ann Arbor community, and serves on several community boards and committees with organizations including the Ann Arbor Community Foundation and Ann Arbor SPARK. He's particularly interested in issues related to affordable housing and economic justice.

Jeff's accolades include M-Live Executive of the Year, Soaring Eagle Award - Vistage International, Michigan Chapter's highest honor, Ann Arbor Chamber Small Business Person of the Year and is Member of Crain's Detroit 40 under 40.



Andrew Selinger
Chief Investment Officer

Andrew joined Oxford Companies in 2009 as an intern and has continuously expanded his responsibilities; most recently as Chief Investment Officer. He has been instrumental in the growth of Oxford Companies, managing a range of departments including asset management, legal, special projects, marketing, and commercial leasing. He

has supported in the development and execution of the firm's strategic vision that resulted in growth from 15 to 100 employees.

Andrew has been directly involved in nearly \$200,000,000 in commercial real estate acquisitions spanning 1,700,000 square feet, and has played a key role in raising nearly \$50,000,000 in investment. Additionally, he has been the lead in securing more than \$200,000,000 in new debt, refinancing, and loan assumptions.

Andrew graduated from the University of Michigan with a B.A. in Economics. Andrew has been a licensed Real Estate Salesperson in the state of Michigan since 2010 and is currently a member of the Urban Land Institute.



Joe Mifsud
President

Joe currently oversees 2.6MM SF of commercial property and 900+ campus & multifamily beds. He leads a team of 40 employees who make up Oxford's commercial & multifamily property management, customer service, and maintenance & repair teams. Joe has worked in Property Management and Real Estate Services since 2000, and has

been involved in the management of nearly all forms of commercial and multifamily assets including office, retail, warehouse, healthcare, conventional apartments, high & mid-rise multifamily, condominium, association, low income, senior, and campus housing.

Joe holds a B.A. from the University of Detroit Mercy in Communications with a focus on Advertising and Public Relations. He also spends time on various local committees.



Wonwoo Lee
Chief Real Estate Officer

Part of the Oxford CREW since 2016, Wonwoo leads the Commercial Leasing Division at Oxford Companies and is responsible for Oxford's major transactions and financial performance of real estate assets. He has personally completed over \$500MM in real estate transactions and serves as a planning commissioner for the City of Ann Arbor.

Wonwoo holds a Master's Degree in Urban Planning from the Taubman College of Architecture and Planning at the University of Michigan, a Graduate Certificate in Real Estate Development from Rackham Graduate School at the University of Michigan, and a Bachelor's Degree in Political Science and Government, also from the University of Michigan.



Molly Haller
Chief Financial Officer

As the CFO, Molly oversees the Accounting, H.R., I.T. and Marketing functions of the company. She comes to Oxford with 14 years' experience spanning corporate finance, accounting and project controls.

Prior to joining Oxford, Molly served as the Controller for DFM Solutions, a Detroit-based and woman-owned Integrated Facilities Management Company with \$40MM in annual revenue. In addition to serving on the Executive Leadership team, she was responsible for the business's financial planning, reporting and analysis. Molly holds an MBA from Wayne State University. In her spare time, Molly enjoys home renovation projects, traveling up north and spending time with her three children, Grace, Joseph and Patrick.



Andrew Hauptman
President - Yellowstone

As an Architect and Construction Manager, Andrew brings 25 years of experience to his role overseeing Architecture & Construction operations. Andrew's experience includes start-to-finish design and construction for multiple market sectors including office, healthcare, retail, multi-family, historic preservation and building forensics.

Andrew is the recipient of the 2013 Emerging Architect Award from the AIA (American Institute of Architects) and has served as the Chapter President. He has developed award-winning projects and has lectured at the AIA Design Summer Conference. A few of his noteworthy clients include Pfizer, Expedia, University of Michigan, Michigan Medicine and Ascension Health. Andrew holds a Master of Architecture from the University of Michigan.

Advisory Board



Tim Damschroder
Chair of Business Law Practice Group at Bodman PLC

Tim Damschroder is the co-chair of the Business Law Practice Group of Bodman PLC. He specializes in middle market M&A transactions, corporate finance, and corporate counsel to

numerous businesses with both local and worldwide operations. His activities involve companies in a broad range of industries including software, IoT, big data, pharma and other technology based industries, manufacturing, publishing, automotive, aerospace, transportation, large retail, food and beverage, construction and healthcare.

Tim has been named Ann Arbor Lawyer of the Year by The Best Lawyers in America for M&A Law and Corporate Law and is listed as one of Michigan's top corporate lawyers by Chambers USA. He has long been active in the Ann Arbor community having served on the boards of United Way, Peace Neighborhood Center, Red Cross, St. Joseph Mercy Health System's Development Council, Zion Lutheran Church and NEW Center. He is currently the chair of the Michigan Health Endowment Fund. Tim is a graduate of the University of Michigan and University of Detroit School of Law.



Essel Bailey
Managing Director of Alpha Capital

Essel Bailey is Managing Director of Alpha Capital, Inc., a private investment and advisory firm, and serves as an officer of the Michigan Chapter of The Nature Conservancy. He is a director and owner of companies engaged in wine production, commercial real estate, and healthcare services to the elderly.

After several years in Michigan state government, Essel spent 15 years with the Detroit law firm Dykema Gossett, where he was a partner specializing in corporate and real estate finance. After his retirement from Dykema, he organized and ran two public companies related to healthcare finance, and served as a Director or chaired the Board of several other publicly listed companies. Essel holds degrees from Wesleyan University and the University of Michigan Law School.



Ann Marie Sastry
President and CEO of Amesite

Ann Marie Sastry is President and CEO of Amesite, an artificial intelligence software company. Dr. Sastry was previously President, CEO, Board Director and co-Founder of Sakti3, which was recognized as one of MIT's 50 Smartest Companies (2015), and as a Crain's Detroit Business Cool Places to Work winner (2017). Prior to starting her companies, she was an Arthur F. Thurnau Professor (UM's highest teaching honor)

at the University of Michigan, for 17 years.

Ann Marie was recognized with some of the highest honors in her fields, including the ASME Frank Kreith Energy Award (2011) and NSF's Presidential Early Career Award for Scientists and Engineers (1997). She has co-authored over 100 publications and 100 patents and filings, and has delivered over 100 invited lectures and seminars globally. Ann Marie is active in philanthropy and business mentorship, with a focus on education and poverty alleviation. She holds PhD and MS degrees from Cornell University, and a BS from the University of Delaware, all in mechanical engineering.



Bill Wilson
President of Keystone Properties, Inc.

Bill has been involved in investment properties in Michigan and California since 1968. He spent 10 years at Bendix Aerospace where he was responsible for transferring aerospace technology to the commercial market and assisting MIS and system users in implementing new systems.

As CFO of Hartland Schools he was responsible for financial and building operations, new construction and union contracts.

In 1981 he joined Comshare, Inc. as Director of Real Estate and Facilities and was responsible for leasing, designing and building their sales and corporate offices in North America and England. In 1986 he continued working for Comshare on a contract basis while developing other similar clients and continuing to grow his own real estate investments. To manage his investments, in 1983 he co-founded Keystone Properties which peaked at over 50 buildings. Bill has an MBA from Eastern Michigan University.



David Sarns
Managing Member at 360 Advisors LLC

David Sarns has 25 years experience in leading global organizations in the investment and securities field. He spent 12 years at SG Cowen Securities Corporation as a Senior Portfolio Director and eventually served as both the Chief Administrative Officer and Director of Strategic Development.

Previously David was Chief Operating Officer and Managing Director at Rockefeller & Co., Inc.

He took a lead role in implementing and transitioning the company from a family office structure to a commercial enterprise offering a broad range of wealth and investment management services. He currently manages 360 Advisors, LLC, an advisory firm offering investment and management services to SI Company, a family partnership. He also consults with independent companies and money management advisors. David holds a BA degree from Michigan State University and an MBA from the University of Michigan.



Dennis Bernard
President of Bernard Financial Group

Dennis Bernard is the founder and President of Bernard Financial Group and Bernard Financial Servicing Group. Founded in 1991, BFG has grown into the largest commercial mortgage banking firm in Michigan, financing an average of more than \$1 billion yearly. Dennis has been involved with over 1,200 commercial real estate financial transactions totaling over \$18.6 billion. He specializes in both debt and equity placement with commercial lenders and institutional joint venture participants.

Dennis holds a Bachelor's in Finance from Miami University, and an MBA specializing in Finance and Strategic Planning from Case Western Reserve University. He has been a lecturer on real estate finance at the University of Michigan's Graduate School of Business and has been an

editorial contributor to The Wall Street Journal, Commercial, Inc., and Crain's Detroit Business. Most importantly, Mr. Bernard goes home for dinner every night and spends the weekends with his family.

3 2027 Vision

In 2027, Oxford has become the most admired real estate investment services firm in the greater Ann Arbor area.

Our formula is simple: in addition to our focus on acquiring, developing and maintaining real estate, we focus on hiring, developing, and maintaining great people. This formula creates a happy, energetic, and inspired workplace. In turn, we deliver incredible service to everyone from our commercial and apartment tenants, to investors and building owners. By putting our people first, we avoid the travails that most traditional real estate companies face; high turnover, lack of a cohesive set of core values, and a general void of personality.

We have built a brand that represents honesty, fairness, and serving our communities. Tenants decide to move their office or apartment into an Oxford property knowing they are getting an advocate for all their real estate needs. The properties we touch, whether owned by Oxford or not, benefit from being well-run and having high occupancy.

We are THE go-to company when it comes to Ann Arbor real estate.



**777 Eisenhower
Parkway
300,000 SF**

4 Ann Arbor Overview

Powered by a strongly rebounding state economy and an asset-rich entrepreneurial ecosystem, Ann Arbor continues to prosper, displaying the strength of a diverse economy and a highly-educated population. Located in southeast Michigan, Ann Arbor benefits from the world-class University of Michigan, which helps to insulate it from the wide economic fluctuations seen in recent years. The city's unemployment and office occupancy levels consistently outperform national averages. Education, health, and high-technology are major components of Ann Arbor's economy, and the city has a strong foundation of entrepreneurship and venture funding. Additionally, unemployment and office occupancy levels consistently outperform national averages The population of the city is 120,000 +, with surrounding commuter communities in the Metropolitan Statistical Area bringing the total to nearly 350,000. With more than 72% of adults having undergraduate or advanced degrees, as well as proximity to a major metropolitan city and an international airport, Ann Arbor benefits from global influence and reach.

The economy of Ann Arbor is significantly shaped by the University of Michigan. With a population of more than 50,000 students and 30,000 employees, the University community drives economic growth by drawing top talent to the region and by supporting research, innovation, and entrepreneurship. Organizations like the University of Michigan Business Engagement Center and Ann Arbor SPARK foster the commercialization of emerging technologies and the growth of young businesses. In 2018 the Office of Technology Transfer helped to launch 21 new start-ups and submitted 183 U.S. patent applications. Reflecting the region's focus on innovation, the Ann Arbor economy is comprised of a relatively large proportion of knowledge-based industries and has performed exceptionally well compared to the rest of the state. By producing and retaining thousands of intelligent and highly-qualified graduates, the area has the ability to attract prominent global corporations like Google, Cisco and Barracuda Networks.

Washtenaw County's Largest Employers

EMPLOYER	EMPLOYEES	INDUSTRY
University of Michigan	34,300	Education and Healthcare
St. Joseph Health Care	5,800	Health Care
VA Ann Arbor Health	2,800	Health Care
Ann Arbor Public School	2,500	Public School District
Toyota Technical Center	2,200	OEM Research
Faurecia Interior Systems	1,800	Auto Component Mfg.
IHA Health Care	1,600	Health Care
Eastern MI University	1,300	Education
Washtenaw Government	1,300	Government
Terumo Cardiovascular	1,100	Medical Device Mfg.
Domino's Pizza	1,000	Restaurant Franchisor
Thompson Reuters	1,000	Media
City of Ann Arbor	700	Government
Truck Hero	700	Auto Component Mfg.
Zingerman's	700	Food Production
IBM Watson Health	700	Data & Info
FCA US Proving Grounds	600	OEM Research
Ford Rawsonville Plant	600	Auto Component Mfg.

Ann Arbor Spark - 2022



#1

"Best College Town
& City in America"
2021
WalletHub.com

1

"Best College
in America"
2022
Money Magazine

#2

"Best Places to
Live in America"
2021
Livability.com



#1

"Best Places to
Live in Michigan"
2021
U.S. News

#1

"Most Educated
City in America"
2022
WalletHub.com



#9

"Best Places to
Retire in the U.S."
2022
U.S. News

#6

"Best Cities to Live
in America"
2022
Niche.com

The University of Michigan

\$17 BILLION

Endowment Funds
(Up from \$8.6 billion in 2000)

\$1.58 BILLION

In Research Spending (2021)

AAA RATING

Standard & Poor's

AAA RATING

Moody's Investors Services—
One of three public universities
in the nation to have this rating.

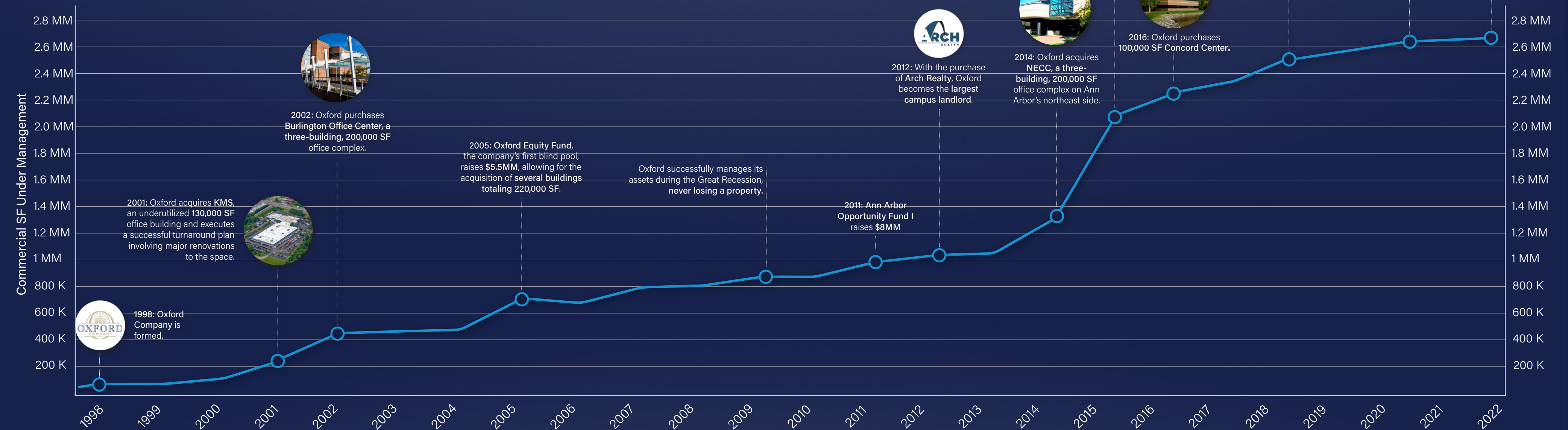
34 MILLION

Square Feet of Building
Infrastructure

50,000+

Students enrolled 2021/2022
School Year

5 Company History



6 Our Services

The Oxford Approach

What sets Oxford apart from both local and national competition is that our primary focus is on our people. We believe that by promoting a culture where our CREW's happiness and satisfaction comes first, we will in turn focus on our customers and properties with enthusiasm and genuine care. This approach to our business is what has made Oxford Ann Arbor's best investment real estate company.



Investments & Asset Management

- 200+ investors
- \$500,000,000+ assets under management



Leasing

- Uniting our customers' business needs with Oxford's portfolio and expert real estate divisions.



Yellowstone

- Master planning
- Whole building design
- Interior design
- Construction management



Commercial Property Management

- Smaller portfolios for our property managers allows for stronger tenant relationships.
- 30+ maintenance vehicles serving a 28-square-mile portfolio radius.



Multifamily Property Management

- 4.1/5 ★★★★★
- 800+ resident reviews
- Winner: Ann Arbor's Best Landlord, 2021.

Investments and Asset Management

Oxford Companies sponsors real estate investment partnerships traditionally focused on acquisitions within the Ann Arbor area. With more than 200 investors, we have established a track record of disciplined asset management and opportunistic focus for over 20 years.

Oxford's success has been built fundamentally on a value-add strategy. We acquire properties which are underutilized or financially distressed, and reposition them by creating spaces tenants want, which reflects the highest and best use of the property. We manage risk in the short term by seeking early positive cash flow from each of our acquisitions, and in the long term by conservatively managing debt and reserves.

Northeast
corporate center
220,000 SF

A Sample of Our Funds



Galleria Associates

Formed: 1996
Investors: 10
Funds Raised: \$1,100,000



NECC Associates

Formed: 2014
Investors: 36
Funds Raised: \$7,250,000



Kosmos Associates

Formed: 2001
Investors: 55
Funds Raised: \$3,322,000



Southside Associates

Formed: 2015
Investors: 64
Funds Raised: \$22,000,000



Burlington Associates

Formed: 2002
Investors: 100
Funds Raised: \$7,000,000



Concord Associates

Formed: 2016
Investors: 47
Funds Raised: \$6,000,000



Oxford Equity Fund I

Formed: 2005
Investors: 65
Funds Raised: \$5,450,000



OxfordHQ Associates

Formed: 2017
Investors: 28
Funds Raised: \$3,500,000



Ann Arbor Opportunity Fund I

Formed: 2011
Investors: 40
Funds Raised: \$7,950,000



Sevens Associates

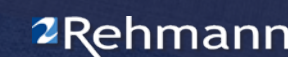
Formed: 2018
Investors: 11
Funds Raised: \$32,000,000

Leasing

Oxford offers a complete spectrum of leasing services to companies looking to grow or relocate, from global corporations to local businesses. We collaborate with other Oxford departments to identify the clients' perfect building and location, then seamlessly execute that vision from design to move-in. We take pride in being the local authority on Ann Arbor's commercial real estate market, and we view ourselves as partners and advisors in each growing business.

"We couldn't have had better partners than the Oxford team, from leasing to construction and design. Everyone was great, and having a full-service real estate company to help us made things easy"

Christine Stead| CEO - ELSO



Property Management

Our property management team manages more than 2.6 million square feet of commercial and residential properties in the greater Ann Arbor area. We maximize property values through active and hands-on management, best-in-class tenant care and rigorous cost controls.

We've used Oxford for leasing and management of our building, and they have proved invaluable. The experience, knowledge, and dedication of the team has helped us make it through difficult times and thrive during good times.

Eric Bradley
President and CEO - Huron Valley Financial

"Oxford couldn't have been more helpful with the rental process. Best landlord I've ever had."

Scott G.
Multifamily Tenant

Types of properties managed:

Office



Retail



Multifamily



Industrial/Flex



Commercial Property Management Services

- 24/7 maintenance services
- Regular on-site inspections by property managers
- Preventative maintenance planning and management
- Capital improvement planning and management
- Construction management services
- Management of all city and state inspections
- Online account management for owners
- A complete line of accounting services
- Space utilization assistance
- HVAC maintenance, repair, and upgrades
- Project management and capital upgrades
- Long term asset replacement planning and preventative maintenance
- On-site, timely maintenance management
- Coordinating transitions
- Implementing and overseeing office programs like routine checklists, and building operations manuals



Mike Van Patten
Director of Commercial Property Management

Mike has worked in commercial property management for nearly 10 years, more than five of which have been with Oxford. His experience spans portfolios ranging from a single 90,000 SF building to over 1,000,000 SF of properties including office, industrial, flex, retail, medical, mixed use and more. In his role at Oxford, Mike has advanced from Commercial Portfolio Manager to his new role by continuing to develop and grow his skills and contributions, as well as leading the outstanding CPM team. Mike is driven to identify areas of potential improvement and implement change to improve processes. He values continued self-improvement and education, earning his RPA designation in 2020.

Multifamily Property Management Services

- 24/7 maintenance services
- Designated Portfolio Manager to oversee each property
- Regular, on-site inspections by our property management team
- Management of all city and state inspections
- Accounts payable and receivable
- Monthly and annual financial reporting
- Bank reconciliations
- Online portal for all tenants to streamline online payments, maintenance requests, and virtual leasing
- Dedicated marketing services that drive occupancy
- In-house legal counsel
- Tours, showings, and tenant screening
- Lease executions and renewals
- Asset management services
- Brokering acquisitions and dispositions of multifamily housing properties



Katie Vohwinkle
Director of Multifamily Property Management

Katie has been part of the Oxford CREW since 2017 and has made tremendous contributions as the leader of Multifamily and Campus Housing Property Management in that time. She's spearheaded extensive new business development initiatives, brought new owners into the fold, and grown the portfolio to the tune of over 200 new beds. Her 18+ years in property management has given her the experience to lead her team of four property management professionals, and one of her biggest joys is watching them grow in their careers. As a result of her mentorship, and her team's terrific talent, Oxford was named Best Landlord in Ann Arbor by the Michigan Daily multiple years in a row.

Create - Collaborate - Construct

We're a highly experienced and deeply passionate team that embraces the entire process of designing and building spaces. We're inspired by our clients' expertise, culture, and vision, and we create environments that reflect their values.

Yellowstone Integrated Architecture and Construction's roots date back to 1992, and our leadership team has both robust past experience and an eye to the future. Our team is built on an integrated approach to everything we do. We believe this helps us deliver faster, higher-quality, and more efficient projects – for a better way to create, collaborate, and construct. Our key strength lies in its balance of diverse expertise, effective project management, and our agile and collaborative approach.

"Their unique skills in design and problem solving have been invaluable in our projects. When faced with complex tasks that require attention to detail and critical timelines I have never been disappointed."

Dave Raymond
Director of Planning & Design - Trinity Health



777 E. Eisenhower

Yellowstone was contracted to design and deliver a new office space in the iconic 777 Building. The north end of the space was designed with suitable heads-down workspaces. The south end of the space is designed to be open and collaborative, featuring an acoustical treatment sprayed onto the deck above to deaden noise.



Nickels Arcade

Our "International Technology Firm Buildout" was a complete rehabilitation of 100-year-old office suites inside Nickels Arcade. The project received a Pyramid Award—the Washtenaw Contractor's Association's award given to projects which exemplify coordination between owner, architect and contractor.

7 Our Portfolios

Commercial Portfolio

Our commercial portfolio is located in the greater Ann Arbor area and totals more than 2.6 million square feet of the city's highest quality commercial space.

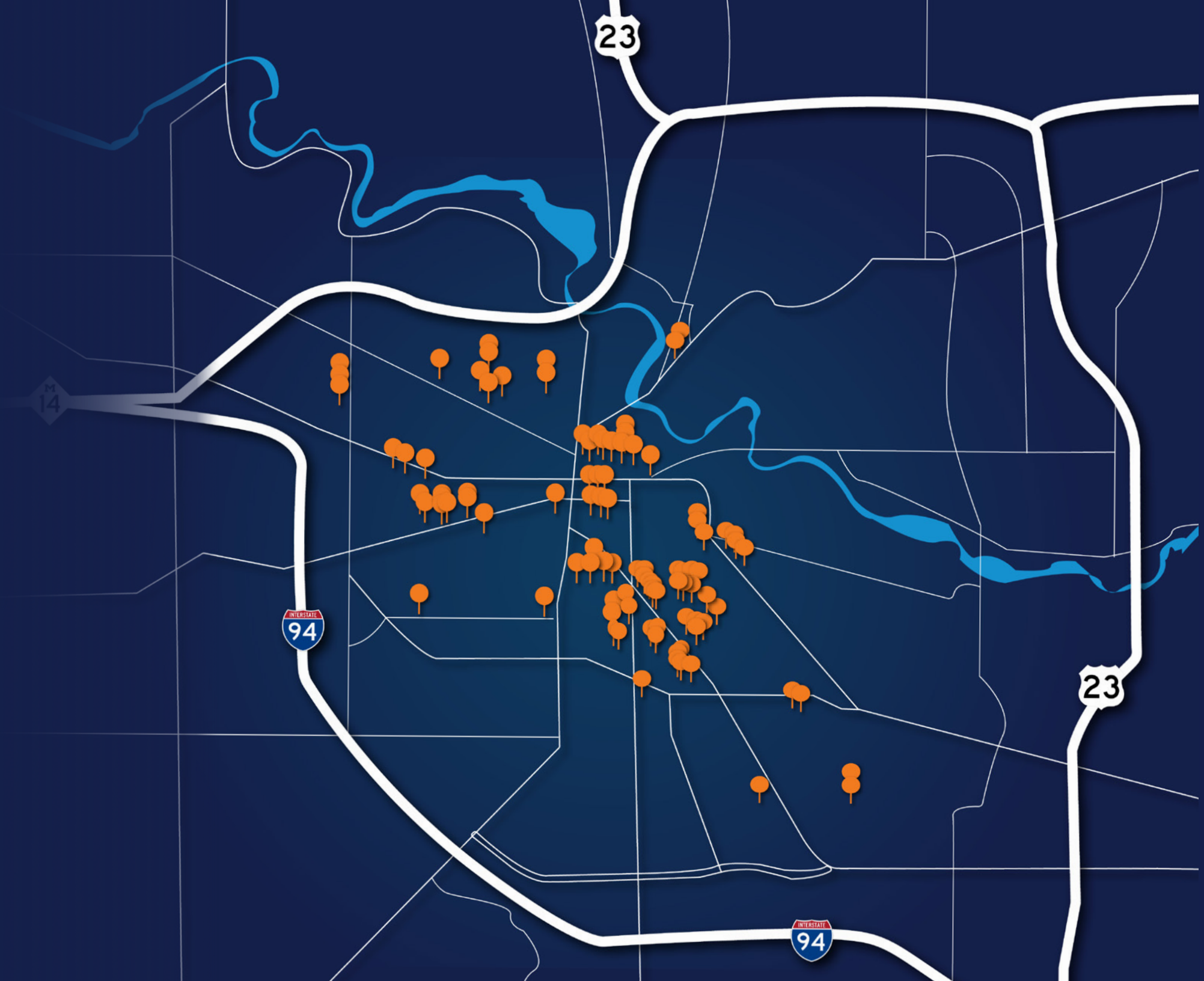
A strategic and value-focused approach to grow with the market has allowed our commercial portfolio to thrive over the past 20+ years.

Burlington Office Center
200,000 SF



Multifamily Portfolio

Our multifamily portfolio is comprised of more than 100 buildings across Ann Arbor. Our experience includes the oversight and operations of apartment buildings and multifamily residences. By understanding the needs of our customers, we help our residents find the right place to live, while helping our owners maximize the value of their properties.



8 Case Studies



Concord Center
100,000 SF



777 East Eisenhower Parkway

Acquired: 2018 | Price: \$32,000,000 | Capital Raised: \$29,500,000* | Size: 300,000 SF
Occupancy At Purchase: 38% | Occupancy After Turnaround: 95%

The Challenge

As one the of the largest and most iconic office properties in Ann Arbor, 777 Eisenhower had been a competitor to Oxford’s holdings for a decade. After occupancy fell to 38% the owners decided to exit the market. Still, bidding on the acquisition drew national competition from buyers who could overpay.

Our Impact

Although not the highest bidder, Oxford was awarded the opportunity to purchase 777 based on its reputation of closing quickly and seamlessly. Meanwhile, a 20-year relationship with the University of Michigan meant that Oxford was keenly aware of their desire to relocate and consolidate several departments, and Oxford immediately began working on a solution to accommodate them at 777 Eisenhower. With a potential University of Michigan lease in progress, Oxford was able to arrange for a private \$32-million-loan from its investor group to finance the acquisition.



The Outcome

Within five months, occupancy was increased to 96%. In addition to a 112,000-square-foot-lease with the University of Michigan, Oxford executed a lease with the UAW Retiree Medical Benefits Trust and announced it was relocating its own headquarters to the building. The property was refinanced, appraising for \$60,300,000 after being acquired for \$29,500,000 just a year earlier.

Additionally, Oxford is now working on the future development of the south Ann Arbor neighborhood, beginning with the parking lot north of 777. A vision for a large mixed-used development on the five-acre parcel will set the stage for Oxford’s long-term goal of developing the district into a modern, vibrant, livable urban center.

*Acquisition Loan

Northeast Corporate Center

Acquired: 2014 | Price: \$21,000,000 | Capital Raised: \$7,250,000 | Size: 220,000 SF
Occupancy At Purchase: 93% | Occupancy After Turnaround: 100%

The Challenge

Northeast Corporate Center was one of the last large, distressed properties that became available as a result of the Great Recession. The recession and two major tenants vacating caused the property to fall into receivership before Oxford purchased it in a national auction in 2014 for \$21,500,000.

Our Impact

- After signing the purchase agreement,Oxford quickly assembled a capital stack of bank debt, a private loan, and syndicated equity, along with its own equity investment.
- Once acquired, Oxford stabilized the property through capital improvements and a focused leasing initiative.
- Within 18 months, more than 50% of the property’s square footage was renewed, with rents increased to market rates.



The Outcome

After increasing the property revenue by \$600,000 and significantly lowering the expenses, Oxford refinanced the property, selecting a CMBS lender who agreed to a \$25,000,000 loan that allowed Oxford to cash out nearly \$8,000,000 in equity. In less than two years, Oxford returned the investors’ initial equity, with significant equity still in the property and healthy projected cash flow.

Eisenhower Corporate Park

Acquired: 2011 | Price: \$3,700,000 | Capital Raised: \$2,350,000 | Size: 62,000 SF
Occupancy At Purchase: 68% | Occupancy After Turnaround: 93%

The Challenge

2725 and 2805 South Industrial, a REIT-owned property, had suffered from continuous occupancy issues until the Oxford purchase. The project is adjacent to 2705 South Industrial, which is anchored by the University of Michigan (U-M) and owned by an Oxford-sponsored partnership.

Our Impact

- Oxford acquired 2725 and 2805 South Industrial in 2011, and worked with U-M to expand from 2705 South Industrial into 2725.
- We increased occupancy from 75% to 95%.
- 2705 South Industrial was sold to the 2725/2805 partnership, stabilizing the partnership.



The Outcome

After improving cash flow and occupancy at 2725/ 2805, Oxford refinanced the property and used the proceeds to acquire neighboring 2705. Investors at 2705 sold for \$6.2 million, after acquiring the property for \$5.3 million.

700 KMS Place

Acquired: 2001 | Price: \$10,000,000 | Capital Raised: \$3,300,000 | Size: 226,000 SF
Occupancy At Purchase: 73% | Occupancy After Turnaround: 100%

Background

- KMS is the largest single-story building in the City of Ann Arbor at 126,000 contiguous square feet.
- The building grew from an old research facility, with 34,000 SF sitting vacant for a decade.
- The space required complete rehabilitation.

The Challenge

Prior to Oxford’s involvement, the University of Michigan occupied ~46,000 SF and wanted to expand. Several structural issues blocked potential expansion. Neither U-M nor the previous landlord could fund a massive renovation. In addition, the parking was inadequate.



Our Impact

Oxford purchased the property for \$10,000,000 and immediately invested over \$3,000,000 to turn the interior space into a loft-style office. Oxford also worked with the City of Ann Arbor Planning Commission to completely redesign the site, adding parking and significantly upgrading the aesthetics.

The Outcome

U-M leased an additional 22,000 square feet and the new area became the most desirable office space in the complex. U-M later expanded to take all of the renovated space. Today, the value of the property has more than doubled.

Burlington Office Center

Acquired: 2002 | Price: \$21,000,000 | Capital Raised: \$7,000,000 | Size: 200,000 SF
Occupancy At Purchase: 62% | Occupancy After Turnaround: 95%

The Challenge

U-M Health System occupied an entire floor of the four-story, 80,000 square foot building at 325 East Eisenhower. U-M required expansion but the available space was fractured amongst a two-story atrium and a handful of tenants. These restrictions sent U-M out in the market to look for alternative space. Their departure would have decimated the financial prospects of the property.

Our Impact

- Oxford purchased the property for \$21,800,000.
- The firm negotiated relocations with tenants to free up space.
- The atrium was redesigned, adding more than 10,000 rentable square feet.



The changes required vision, as well as approval from the City of Ann Arbor Planning Commission, because adding usable square footage required an upgraded site plan.

The Outcome

U-M expanded into the entire newly configured 20,000-square-foot first floor. The renovations provided U-M a long-term view of the property, and they now occupy 79,000 of the 80,000 square feet



Eisenhower
Commerce Center

220,000 SF



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