

To: The Maine Technology Institute (MTI) / MERC Selection Committee

From: Bruce King, Green Road LLC

To Whom It May Concern,

I am pleased to enthusiastically recommend Ian Houseal and Big Houses LLC for the MERC consultant roster. As a client, Green Road LLC engaged Ian to serve as our project manager and owner's representative for a complex redevelopment project and facility legalization in Kennebunk.

Ian has provided exceptional oversight on critical capital upgrades, including navigating State Fire Marshal construction permit applications and managing the installation of integrated fire sprinkler and alarm systems. His deep expertise in government and regulatory affairs allowed him to seamlessly coordinate state and municipal approvals under aggressive timelines. Ian's disciplined approach to technical documentation, scheduling, tenant relations, and risk mitigation successfully kept our asset management goals on track.

Ian pairs rigorous technical design and planning with an astute understanding of real estate development. He will be an outstanding asset to Maine entrepreneurs facing regulatory or construction hurdles.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bruce King", with a stylized flourish at the end.

Bruce King

Green Road LLC