

DEVELOPING FOR THE FUTURE

A PUBLICATION OF KDC | FALL 2013



IN THIS ISSUE

A CAMPUS LESS ORDINARY |

| MEDIA CENTER OF THE FUTURE

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EXPERIENCE TO THE KDC TEAM

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During this holiday season, we have so much to be thankful for at KDC!

As the economy steadily improved this year, we have worked hard to strengthen our company's foundation and win new business.

We are very pleased to say that 2013 is the best year in KDC's history as it relates to being awarded new business and starting new projects across the United States. Great companies such as State Farm, NBCUniversal, Digital Realty Trust and Tyler Technologies have trusted us with their new developments. We thank each of them and all of our other clients! And thanks to all the hard-working KDC team members. It's a proud time for everyone!

KDC is developing all of these projects while continually managing our risks conservatively throughout the development process. We want to be around years from now so we can continue to help other great companies with their development needs.

Of note, our KDC team has watched Corporate America "laser-focus" on both expansion and consolidation during the past 12 months. Companies all across the United States are placing employee retention and recruitment as top priorities. These companies are focused on developing live-work-play environments similar to KDC's largest project in our company's history — the transit-oriented CityLine development in Richardson, Texas. State Farm has leased 1.5 million square feet in three office towers at the development. CityLine is located adjacent to a light rail system and will include restaurants, retail, multifamily homes, hotels, entertainment venues and much more. Master-plan settings, such as CityLine, allow companies to optimize employee retention and assist in recruiting.

On the following pages is our 10th issue of *Developing for the Future*. We have highlighted

our CityLine development, which is currently under construction. For real-time images, please go to our new website at kdc.com and click on "Web Cams" under the "Our Work" tab. You can see construction underway, including seven massive tower cranes, and, on any given day, an average of 900 workers implementing KDC's "SAFETY FIRST" campaign. Lots of action!

Also in this issue, you will read about our recently completed high-tech, multimedia facility for NBCUniversal at KDC's CentrePort Business Park in Fort Worth, Texas. And back by popular demand is our profile story. We interviewed our great friend, Todd Maclin, a leader at JPMorgan Chase.

Lastly, we visited with the daughter of one of the *Twelve Mighty Orphans* — my all-time favorite sports book. It is a true testament to the benefits of hard work, accountability, faith and real team discipline. I believe these are all elements that we need daily to succeed both personally and professionally.

So grab a cup of coffee and give our magazine a read. As we move into 2014, let's all attempt to do a bit more live-work-play while implementing the following rules:

*Do all the good you can
By all the means you can
In all the ways you can
In all the places you can
At all the times you can
To all the people you can
As long as ever you can*

Many thanks to all of you, and have a safe and blessed holiday season!

Steve Van Amburgh
Chief Executive Officer
KDC



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Todd Maclin shares his insights on the modern banking system, the ingredients of a good banking relationship and his secrets for success.



KDC's New Office Mirrors What Corporate America Wants



Guests at KDC can enjoy the 70-inch interactive display and KDC's history and project wall created by a sophisticated photography process that captures huge images with a multitude of details.



We do more than deliver what Corporate America wants and needs; we live it (literally). KDC has remodeled its corporate office to reflect what companies of today are seeking in a work environment. We have less dry wall and more open workspace, making interaction and collaboration easier. Our new Geiger furniture system makes efficient use of office space and is designed around the technology, not the other way around. And increased natural light is part of DIRT (Doing It Right This Time) sustainable interior design program.

So next time you are in the neighborhood, stop by and take a tour. Or visit our new website at kdc.com to see pictures of our office and to learn more about our projects, our philosophy and the KDC team.



Real Estate Development & Investments

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NEWSWIRE



Federal Bureau of Investigation regional headquarters in Salt Lake City, Utah

FBI GOES GOLD

SALT LAKE CITY, UTAH — KDC and M.L. Harris & Company have completed the new four-story, 160,000-square-foot regional headquarters for the Federal Bureau of Investigation in Salt Lake City. The new \$55 million facility achieved LEED Gold certification from the U.S. Green Building Council.

“This is a significant occasion for the citizens of Utah, Montana and Idaho, as well as the employees of the FBI’s Salt Lake City field office,” said James McTighe, special agent in charge. “The completion of this state-of-the-art, stand-alone facility will enhance the FBI’s ability to protect Americans from national security and criminal threats by increasing our efficiency and capacity to collaborate with our federal, state and local partners. We are thankful to the GSA, M.L. Harris and KDC Development team for their work on this project.”

NBC 5/KXAS-TV SET TO MOVE INTO NEW MULTIMEDIA NEWS FACILITY

FORT WORTH, TEXAS — KDC has completed construction on the 75,000-square-foot broadcasting

and multimedia news facility for NBC 5/KXAS-TV at The CentrePort Business Park in Fort Worth. In addition to NBC 5, the facility will house Telemundo/KXTX-TV and several other smaller businesses associated with NBCUniversal, the parent company of NBC 5. The building’s innovative design provides resources for journalists to report the news 24 hours a day on multiple platforms.

“Consolidating our operations in CentrePort provides the opportunity for us to serve our viewers better from one strategically situated location near the center of the North Texas region,” said Tom Ehlmann, president and general manager, NBC 5.

TYLER TECHNOLOGIES FINDS A HOME AT FORMER YMCA FACILITY

DALLAS — Tyler Technologies, Inc. (NYSE: TYL), the largest company in the United States focused solely on providing software solutions to the public sector, recently moved to its new 26-acre corporate campus in Plano’s Legacy Business Park. KDC developed and managed the project, which includes a two-story repurposed Plano Family YMCA

building linked to a new three-story office building. More than 300 employees, the majority of whom are from the company’s Courts & Justice Division, have offices at the new 142,000-square-foot facility.

“Tyler Technologies has selected the perfect location, right in the heart of Legacy Business Park, one of the best corporate neighborhoods in the United States,” said Steve Van Amburgh, CEO of KDC. “The development plan creates a work environment that fits Tyler’s current and future needs in a picturesque setting by White Rock Creek and overlooking the Legacy Trail.”

ROCKWALL OPENS MEDICAL FACILITY

ROCKWALL, TEXAS — KDC’s latest medical project is the new 16,600-square-foot medical facility for Texas Health Presbyterian Hospital Rockwall. The facility provides a full-service emergency room, a family-practice physician, and diagnostic and laboratory resources. Inpatient beds for acute medical and surgical needs also are offered. Patients requiring hospitalization are transferred directly to an area hospital.



Texas Health Presbyterian Hospital Rockwall in Rockwall, Texas

“As project developer, we understand that the new medical facility is a critical expansion of Texas Health Presbyterian Hospital’s services to the local community,” said Toby Grove, president of KDC. “Now patients will be able to seek medical attention in their community at a new facility designed to meet their needs.”

RICHARDSON, TEXAS — In July, KDC held a groundbreaking ceremony at its new 186-acre, \$1.5 billion master-planned project in Richardson, Texas. State Farm will lease 1.5 million square feet in three towers, which are currently under construction at the development. The Class-A office towers will consist of a 13-story tower, a 15-story tower and a 21-story tower, each above a five-level parking structure and ground-floor retail space. The towers are slated for early 2015 occupancy.

The first phase of KDC’s master-planned project includes the three towers, just under 1,000 multifamily residential units, a 150-room select service hotel, a health clinic and fitness facility, more than 75,000 square feet of retail space and restaurants, and a specialty grocery-anchored retail center.

“KDC has been a longtime partner in Richardson, and we’re ecstatic to be working with the group again on this record-breaking project,” Richardson City Manager Dan Johnson said. “Richardson is the heart of the second-largest employment center

in the Metroplex, and we wanted to see something special occur at this important crossroads of U.S. 75, the President George Bush Turnpike and the DART station. The State Farm development is a perfect fit for that location and builds on our goals to develop contemporary business settings that are being sought by companies and their employees.”

KDC EXPANDS ITS PRESENCE IN TEXAS

DALLAS — KDC is continuing to expand its presence in Texas by opening a central Texas office in Austin and an office in Houston. Industry veteran Jake Ragusa Jr., who has been with KDC for more than 12 years, is overseeing new business development and build-to-suit opportunities in Austin and San Antonio. KDC’s new central Texas office is located at 4833 Spicewood Springs Road in northwest Austin.

KDC’s William Peebles will oversee the Houston office opening, including securing the office location and coordinating business development and project work. The permanent

Houston office is slated to open in December at 1900 West Loop South in the Galleria area. KDC is currently operating its Houston office at 1330 Post Oak Boulevard.

“One of KDC’s main priorities is offering the best service to its clients, so expanding our Texas presence was an easy decision that allows us to maintain our high standards of operation,” says Steve Van Amburgh, CEO of KDC. “Development happens around the clock, so we want to be here when clients need us.”

KDC CONTINUES TO DEVELOP AND MARKET LAND IN NORTH TEXAS

DALLAS — KDC continues to focus on strategic land and joint-venture opportunities, particularly in the Dallas-Fort Worth area. The company is currently marketing land in Fort Worth’s CentrePort Business Park and Irving’s Avion Business Park. The Fort Worth site is at the south-east quadrant of S.H. 360 and S.H. 183. The Irving site is on the north side of S.H. 114, between Freeport Parkway and Esters.

“Our goal is to find the corporate tenants seeking a build-to-suit opportunity in premier locations,” said Bill Guthrey, senior vice president/partner of KDC. “Both locations are in relevant and existing office and industrial markets with great retail and restaurant options, and excellent highway accessibility. This is what Corporate America wants, and we are ready to deliver it.”

CityLine development in Richardson, Texas





Life Lessons from the Mighty Mites

In the 1930s, a group of ragtag orphans from The Masonic Home and School in Fort Worth, Texas, captured the attention of the entire nation as they defied the odds to become a high school football powerhouse.

Against the backdrop of the Great Depression, the kids battled against football teams with bigger players and better equipment, yet they ruled the gridiron. With just 150 students, the Masonic Home and School in Fort Worth, Texas, competed at the Class-A, or big-school, level of the Texas Interscholastic League.

Known as the Mighty Mites, their inspiring true story was told in the book *Twelve Mighty Orphans* by Dallas-based sports writer and *New York Times* best-selling author Jim Dent. The team tied Corsicana High School in the 1932 state championship game.

KDC's *Developing for the Future* tracked down a descendant of one of the original orphans and talked with her about the lessons learned at the Masonic Home during a time of extreme hardship. These are lessons that can be applied today in our business dealings and our personal lives. Julie Wileman is the daughter of Basel Smith, a Mighty Mite who grew up in the Home along with his sisters. Below are a few Mighty Mite life lessons that Wileman was kind enough to share with our readers.

Lesson #1: Don't Be a Victim

Every child who lived at the Masonic Home had experienced a terrible tragedy in his or her young life. They were in an orphanage because their parents died or because they had been abandoned by parents who couldn't take care of them anymore. All of them had reasons to feel depressed about their situation ... that they weren't in charge of their own destinies.

“When you think about being an orphan during the Depression, it meant you had nothing. ...”

“But none of them acted like victims,” Wileman points out.

Lesson #2: Be Grateful

When Coach Rusty Russell established the Mighty Mites football team, he didn't even have a football. They practiced in mismatched jerseys, and, for months out of the

year, they didn't wear shoes. By today's standards, the orphans lived a life that was not only without luxuries but also without many of the basics that we take for granted today.

"I was always blown away by how grateful my dad and his sisters were," Wileman adds. "They didn't grow up with any expectations that they deserved anything. They were grateful for everything they had."

Lesson #3: Do Your Part

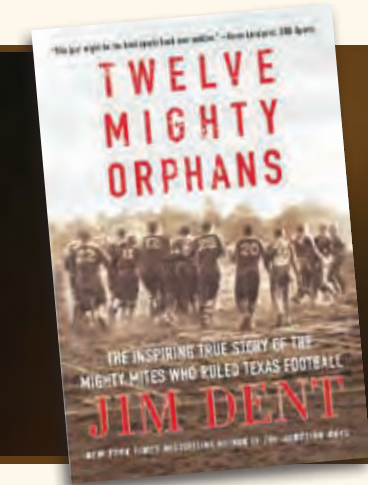
All the orphans at the Masonic Home were required to contribute. They had work duties and responsibilities from milking cows to laundry duty. *Everyone* pitched in, and Wileman says the orphans learned the value of doing their part. They understood the value of their individual contributions.

"My dad got up every morning and took care of the milk," Wileman says. "When he talked about it, he talked about it with pride rather than complaining that he had to get up early. He was proud of the contributions he made to the Home."

On the football field, Coach Russell made it clear that everyone had a role to play, and, if an individual player didn't do his job, the team would lose.

Lesson #4: Have Faith in Yourself

Some of the kids who lived at the Masonic Home had siblings, but, by and large, they were alone; they had no family and no support system. They had to fight to survive.



About the Book

Twelve Mighty Orphans: The Inspiring True Story of the Mighty Mites Who Ruled Texas Football was published in 2007. Authored by *New York Times* best-selling author and Dallas-based sports writer Jim Dent, the book has been lauded as one the best sports books ever written.

"When you think about being an orphan during the Depression, it meant you had nothing," Wileman says. "Moreover, when they left the orphanage, they had nothing to fall back on. They were on their own, and they had to have faith in themselves that they could make it."

"They didn't grow up with any expectations that they deserved anything. They were grateful for everything they had."

When it came to football, the Mighty Mites played against teams that were bigger and better equipped than they were. The Mighty Mites were the quintessential underdogs, yet they had a wellspring of faith that they could and *would* beat their opponents.

About the Masonic Home and School

On a hillside east of Fort Worth, the Texas Masons and their fraternal lodges opened the Masonic Widows and Orphans Home in 1899. The Home housed orphans and provided living accommodations for widows of Texas Masons.

In 1910, the widows were moved to Texas Masonic Retirement Center, and the institution's name was changed from the Masonic Widows and Orphans Home to Masonic Orphans Home. In 1913, the Masonic Orphans Home was declared an independent school district then referred to as Masonic Home and School of Texas

(MHS). The first superintendent was Dr. Frank Rainey of Austin, Texas.

The Home's campus included buildings designed by architects Wiley G. Clarkson of Fort Worth and Herbert M. Greene of Dallas. In the early days, it was a self-sufficient community with its own artesian wells for water, a power plant for steam heat and electricity, and a cattle and dairy farm. Orphans received a classroom education but also were trained in farm operations.

The Home operated from 1899 to 2005. The last graduate of MHS crossed the stage in

2005, and the residential facility and the independent school district closed their doors.

In 2007, Masonic Home and School of Texas began doing business as Masonic Children and Family Services of Texas (MCFS). The program provides innovative and cost-effective solutions for hundreds of qualified widows and children annually. In 2012, the operating name was changed back to Masonic Home and School of Texas. The Masonic Home and School of Texas provides information, referral and financial support for qualified children or widows residing in Texas.

"They loved being the underdog and winning," Wileman says. "It wasn't about proving something to other people. It was about beating their own odds. Those kids had something in them that said 'We can do this no matter what the odds.' They believed in each other."

Lesson #5: Take Risks

Wileman says her father was a risk-taker, something he learned at the Home. "The Home instilled the idea that no one is going to make it happen for you," she explains. "That meant that they had to take risks in life."

Perhaps even more importantly, the Home taught the orphans to move forward if their risks didn't pay off. "My dad failed at times," Wileman recalls. "Some of the risks he took didn't pay off, but, when they didn't, he got back up and brushed himself off. I believe the Home taught those kids that getting knocked down didn't mean you had to stay down."

Lesson #6: Don't Be a Hotshot

Humility was something Russell emphasized for the Mighty Mites, according to Wileman. "They weren't strutting around and dancing when they won," she points out. Like any football team, the Mighty Mites had players with a range of skills. In fact, one of the players, Hardy Brown, became a pro football player in the National Football League, the All-America Football Conference, and the American Football League. He became known as one of the roughest defensive players in the game, knocking out numerous opponents with his trademark shoulder push.

Yet Russell focused on teamwork rather than individual accomplishment. "There were no real hotshots on the team," she says. "They all worked together."

"Some of the risks he took didn't pay off, but, when they didn't, he got back up and brushed himself off. I believe the Home taught those kids that getting knocked down didn't mean you had to stay down."

Lesson #7: Build Strong Relationships

The Home was built around the concept of community. Its very existence was about helping widows and children in the community, and that commitment to community-building was the foundation of the way the Home operated.

The Home's children lived in a dorm-like environment, ate meals as a group and attended school together. They were never alone. "They built relationships at the Home that would last their entire lives," Wileman notes.

Just like the Mighty Mites, KDC operates on similar principles. "The KDC team believes these seven lessons are key to successfully operating our business and taking care of our clients," says Steve Van Amburgh, CEO of KDC. "And, if we practice the first six lessons every day, it makes the seventh lesson a natural outcome."

About Coach Rusty Russell

In 1927, Harvey N. "Rusty" Russell accepted a teaching position at the Masonic Orphans Home and school in Fort Worth, Texas. The bespectacled math teacher immediately realized that most of the orphans lacked self-esteem and motivation. Russell, a strong proponent of team sports, obtained permission to start a football team known as the Mighty Mites.

Russell served as head coach of the Mighty Mites for 16 years until 1942. During that time, he went to the state playoffs 10 times and guided the team to a tie versus Corsicana High School in the 1932 state championship game.

Russell started his coaching career at the high school level. After graduating from Howard Payne University in 1922, he took over the head coach position at Granger High School in Granger, Texas, for one year. In 1923, he became the assistant head coach at Temple High School in Temple, Texas, before assuming the head coach position in 1925. He took Temple to the state semifinals in 1926.

In 1942, Russell coached at both Masonic Orphans Home and at Highland Park High School in Dallas. According to various reports, he arranged to coach on alternate days and made sure the games were scheduled on Fridays and Saturdays so

they would not conflict. Masonic Orphans Home was a coin toss away from playing Highland Park in the 1942 playoffs.

Russell coached at Highland Park High School from 1942 to 1944, and he led a team that featured Bobby Layne and Doak Walker to the 1944 state championship game.

From 1950 to 1952, Russell coached the Southern Methodist University football team. He was inducted to the Texas High School Football Hall of Fame in 1990. He is a member of the Sports Hall of Fame at Howard Payne University, as well as the Texas High School Coaches Hall of Honor and the Texas Sports Hall of Fame.

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A CAMPUS LESS ORDINARY

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Creative. Smart. Innovative.

Those are just a few adjectives that describe Tyler Technologies, Inc. When the software company decided to build a new corporate and division headquarters, it wanted a facility that embodied those characteristics. The NYSE-listed company, which is the largest in the nation focused solely on providing software solutions to the public sector, worked with KDC to develop a 142,000-square-foot facility in Plano, Texas.

The new headquarters is situated on 26 acres in the Legacy Business Park, one of the premier corporate neighborhoods in the nation. In late August, Tyler joined a number of blue-chip companies that call Legacy home, including Hewlett-Packard, Frito-Lay, Ericsson and JCPenney.



The picturesque acreage currently houses a 60,000-square-foot, two-story former YMCA building, which was redeveloped as part of the headquarters campus. It is connected via a transparent ground-level walkway to a new 82,000-square-foot, three-story office building.

“Tyler is a company that any community would be thrilled to have; they have such a wonderful corporate culture,” says Elaine Hamm, director of business retention and expansion for the city of Plano. “We’re thrilled they purchased the YMCA property because it had been vacant, and we know it’s going to be vibrant again.”

“Tyler is a company that any community would be thrilled to have; they have such a wonderful corporate culture.”

— Elaine Hamm, director of business retention and expansion, city of Plano



The company’s corporate headquarters moved to the new campus from its leased space in the Preston Center at 5949 Sherry Lane in Dallas. In addition, Tyler’s Courts & Justice Division left its leased offices at 6500 International Parkway in Plano. In total, approximately 400 employees moved to the new campus. The renovated YMCA building will also house shared services,



“Ultimately, we prefer to own our real estate and control our destiny.”

— John Yeaman, chairman of the board and former president and CEO, Tyler Technologies, Inc.



including a fitness center and a café overlooking a green space and waterway.

“This is truly one of the more interesting projects that we’ve ever done,” says Mike Rosamond, executive vice president of KDC. “There are so many unique elements: the land, which is adjacent to White Rock Creek and overlooks the Legacy Trail; the redevelopment of the YMCA; and the new building, which will be LEED-certified.”

“Most of the prospective buyers for the land were considering razing the YMCA building, but we had a different vision,” says John Yeaman, Tyler’s chairman of the board and former president and CEO. “We’re in the software business, and we believe we can do something innovative or creative with our real estate.”

Rare Setting for a Growing Business

Tyler’s business is growing. The company provides end-to-end technology solutions and services for local governments. It works with cities, counties, schools and other government entities to help them become more efficient, accessible and responsive to the needs of citizens. In addition to the new Plano campus, Tyler owns facilities in Yarmouth and Falmouth, Maine; Moraine (Dayton), Ohio; and Lubbock, Texas.

“We had a bit of a dilemma because the Courts & Justice Division had outgrown its space, and we had to consider the best direction for our business, whether we should continue to lease or own our property,” Yeaman recalls. “Ultimately, we prefer to own our real estate and control our destiny.”

When a longtime real estate friend of Yeaman’s suggested that he look at the Legacy acreage, Yeaman was intrigued. In addition to its attractive location and appeal-

ing setting, the property contained the structure that had been built as a fitness center for EDS employees. Later on, the technology giant donated it to the local YMCA.

Yeaman was more than familiar with the YMCA property — it was his old stomping grounds. In the 1980s, he represented EDS as its broker, and in 1995, he assumed responsibility for the EDS real estate department. From 1995 to 1998, he managed EDS’ \$2 billion in real estate assets, including leases and owned real estate.

Yeaman, who describes himself as “positive to a fault,” immediately saw the intrinsic value in the land, if not the building itself. “Even if we couldn’t use the build-



“Most of the prospective buyers for the land were considering razing the YMCA building, but we had a different vision.”

— John Yeaman, chairman of the board and former president and CEO, Tyler Technologies, Inc.

ing, I knew the land was a great buy,” he says. “This is a deal we didn’t want to miss out on.”

Tyler purchased the land in 2010 and immediately engaged KDC and design firm HKS Architects. The company tasked KDC and HKS with proposing the best way to use the existing building and surrounding acreage. Hill & Wilkinson, BLUM Consulting Engineers, Inc. and Kimley-Horn and Associates also worked on the



project. CBRE's Jeff Ellerman and Scott Hobbs coordinated the transaction.

"KDC was an obvious choice because I knew them from their work in Legacy Business Park," Yeaman says. "KDC has had great success in Legacy, and we definitely made a good decision when we decided to engage them as our development partners."

"We did an analysis on the land, and, frankly, we were surprised by all the different things we could do with it," says Jim Wrightsman, vice president with KDC. "We had multiple options. The land could support a master plan of roughly 500,000 square feet."

Initially, Tyler evaluated several different scenarios regarding the existing YMCA building, including the possibility of demolishing the building. Ultimately, the decision was made to repurpose it along with constructing a new building.

"We're excited about making something special out of the old Y building," Yeaman says, noting that the building's exterior structure and design has remained virtually

"Tyler competes for talent with other software companies across the country, and the company wanted to create a building that was not only equal to its unique setting but one that would attract and retain the top programming talent."

— Jim Wrightsman, vice president, KDC

the same. The interior, however, has received a complete overhaul, utilizing the space in a very creative way.

The topography and landscape were other elements to consider in the design and development process, Wrightsman points out. "Our development expertise, coupled with our relationships with government entities to facilitate the appropriate approvals, has allowed us to develop a building that is uniquely responsive to the site and significantly reduces the impact of the buildings on the natural environment," he says.

Rosamond says Tyler challenged the design and development team to come up with a plan that was both innovative and economical. The entire project was designed with an eye toward sustainability.

"You can't get much more green than reusing a whole building," Rosamond points out. In addition, the new building also will be certified by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

Retaining and Attracting Talent

Tyler has been honored by *Forbes* magazine as one of "America's Best Small Companies" five times in the past six years, and that's a label the company wants to keep. It believes its new campus will help contribute to that goal.

"Tyler competes for talent with other software companies across the country, and the company wanted to create a building that was not only equal to its unique setting but one that would attract and retain the top programming talent," Wrightsman says.

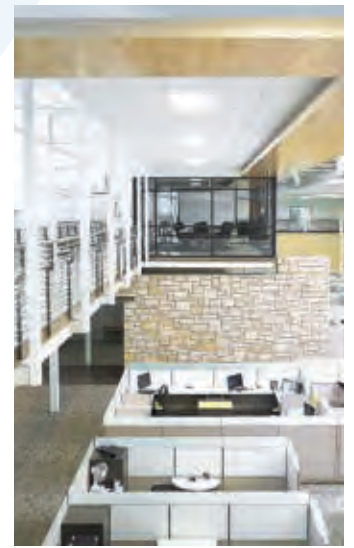
In addition to attracting new talent, Tyler is equally concerned about retaining its existing employees and creating an environment where they'll be both content and productive. "We've worked hard to make sure that what we're creating will work for the people who will be housed there," Yeaman notes. "Division President Bruce Graham deserves a lot of credit for involving employees in space planning and interior design so everybody feels they have been a part of the process. We had extensive discussions to ensure we would have a space that fits what we do and how we work. Our people are excited about the new campus."

Yeaman says part of the excitement stems from being able to design and furnish the space to Tyler Technologies' specifications. "When Courts & Justice moved into its last space, we adapted to the existing layout and even took the previous tenant's furniture instead of redesigning for our own use," he explains. "Now we designed the space specifically for our use."

One interesting design element is the inclusion of a large Renlita retractable door on the east side of the third floor. This door, similar to the operation of a garage door, converts a wall of windows to an open environment. These types of doors are very common in temperate climates, retail settings and in Europe but are not common in the Dallas-Fort Worth Metroplex.

"We were able to connect the indoors to the outdoors and really take advantage of the fact that the campus sits near a body of water and has great views," Wrightsman notes. "This is just an amazing project."

Yeaman agrees: "We're thrilled."





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We call it a **NAIL.**



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STATE FARM PICKS
KDC'S 186-ACRE CITYLINE
FOR ITS REGIONAL HUB



What does it mean to be the employer of choice?

That's the question State Farm posed to KDC as the insurance company evaluated options for its new 1.5 million-square-foot regional hub in the Dallas-Fort Worth Metroplex.

The answer was an innovative, mixed-use development named CityLine, KDC's \$1.5 billion master-planned project in Richardson, Texas. Near the intersection of President George Bush Turnpike and North Central Expressway (U.S. 75), the 186-acre, mixed-use development eventually will include 5 million square feet of office space, 300,000 square feet of retail space, 3,925 apartments and two hotels, as well as State Farm's three office towers.

"A company's most precious resource is its employees," notes Steve Van Amburgh, CEO of KDC. "Smart companies have realized that the work environment plays a big role, so [human resources] and real estate are collaborating. It's a huge shift in the way Corporate America thinks about its space needs."

The new environment will serve as a hub that will provide claims, service and sales support to State Farm cus-

tomers. The 92-year-old company will have capacity of more than 8,000 employees in the CityLine complex. Currently, State Farm has roughly 2,500 employees in North Texas.

"There's a lot of competition for quality employees, not only within the insurance industry but across various sectors, and attracting and retaining those employees is critically important to the future success of State Farm," says Gary Stephenson, a spokesman for State Farm. "The physical environment is an important element of what a company has to offer."

Driven by HR Needs

As one of the oldest insurance companies in the nation, State Farm has a rich history of recruiting and retaining the best and the brightest employees. It's not uncommon to hear of people who have been with the company for more than 20 years.

The **new environment** will serve as a hub that will provide claims, service and sales support to State Farm customers.

"Focusing on employees is the State Farm way," says Craig Wilson, senior managing director and principal of Cassidy Turley's Dallas office. "State Farm's HR needs really drove the effort."

Wilson and his partner Randy Cooper represented State Farm in lease negotiations for its three new office buildings, the largest office deal ever signed in North Texas.

State Farm's new regional hub was designed to recruit and retain a new





Location and the quality of the facility ranked as the most important elements for State Farm's regional hub in the Metroplex.

era of employees, specifically millennials, according to Walt Mountford of KDC. Millennials, also known as echo boomers and Generation Y, are the American teens and 20-somethings who are entering the workforce today. There are 77 million millennials, about the same size as the baby boomer generation.

Demographic research by the Pew Institute shows that millennials are confident, self-expressive, liberal, upbeat and open to change. They

are more ethnically and racially diverse than older adults. They're less religious, less likely to have served in the military and are on track to become the most-educated generation in American history.

"Millennials prefer a live-work-play environment," Van Amburgh notes. "They want to be in a work environment that is happy and energized. They don't want to be in a remote location, disconnected from everything."

In particular, millennials appreciate convenience. Studies have shown that this generation considers convenience when evaluating potential employers and choosing housing. Companies that make a conscious decision to locate their offices near quality housing have a better chance of attracting this demographic, Mountford notes.

Choosing the Best Location

Location and the quality of the facility ranked as the most important elements for State Farm's regional hub in the Dallas-Fort Worth Metroplex. The company also wanted big floorplates to maximize its efficiencies, along with a strong amenity base of restaurants, retail and hospitality uses. Proximity to mass transit was also a priority.

State Farm scoured the Dallas-Fort Worth Metroplex for an existing building, but it just didn't exist. That meant the company would need to build a facility to meet its vision.

State Farm evaluated several sites, putting all of them through an internal battery of tests and analysis. The site at the intersection of President George Bush Turnpike and North Central Expressway was

the best choice by far. It was the only one that scored the highest on all criteria.

Adjacent to the Dallas Area Rapid Transit's (DART) Bush Turnpike Station on its Red Line and two major highways, the site enjoys a level of access and visibility that is unmatched across the Dallas-Fort Worth Metroplex. It is unquestionably one of the most desirable sites in the region.

The city of Richardson had already created the transportation and utilities infrastructure needed to serve the site. In addition, the city had developed the basic legal infrastructure for tax-increment financing (TIF) for the site, as well as an overlay of zoning ordinances that allowed for mixed-use development, according to Richardson City Manager Dan Johnson.

"The existing infrastructure, zoning and TIF saved months, if not years, of work to make the site ready for a project like this," Johnson contends.

Stephenson says Richardson met State Farm's criteria. "The city is growing, and the population has the

skill sets that match our customer needs," he points out.

State Farm is growing across all lines of business, according to Stephenson. As a result, the company is expanding its presence in Atlanta and Phoenix, in addition to Dallas-Fort Worth. "We wanted to expand in locations where we had a strong existing presence," he explains.

Within a seven-mile radius, there are more than 50,000 students from several community colleges, as well as the University of Texas at Dallas. Those students will not only patronize the mixed-use property, but they also represent a pool of potential employees for State Farm.

"The site is the best spot in North Texas and arguably one of the best in the U.S.," Wilson says. "But there was no facility and no amenities. Now KDC has to create the city, and they're well on their way."

Creating a Place

Most corporate campuses are self-contained, and they don't integrate with the existing fabric of the commu-

"The site is the **best spot** in North Texas and arguably one of the best in the U.S."

— Craig Wilson, senior managing director and principal, Cassidy Turley's Dallas office

nity, nor do they encourage employees to leave their workstations. State Farm wanted a different kind of corporate campus.

"It's very rare for a company to build a mixed-use environment, but that's what State Farm has done," Mountford notes. "The company wanted to create a place where the community could feel welcome. That desire really speaks to their culture and what their culture has been for more than 90 years."

Johnson notes that State Farm's commitment to the communities in which it operates is obvious. "We have seen it in their hometown and even the way their agents are active small-business partners here in Richardson," he says. "We're very

WHAT IS CITYLINE?

CityLine is KDC's new master-planned project in North Texas

Where Did the Name Come from?

KDC thought the name "CityLine" was especially appropriate because the project will be "an instant city within a city."

How Big Is CityLine?

The \$1.5 billion project sits on 186 acres.

Where Is CityLine Located?

At the intersection of President George Bush Turnpike and North Central Expressway in Richardson, Texas.

What Will CityLine Offer?

A total of 5 million square feet of office space, 300,000 square feet of retail space, 3,925 apartments and two ho-

tels, as well as State Farm's three office towers totaling 1.5 million square feet.

What Makes CityLine Special?

It is adjacent to the Dallas Area Rapid Transit's (DART) Bush Turnpike Station on its Red Line and enjoys a level of access and visibility that is unmatched across the Metroplex.

excited that this caliber of company is becoming even more involved in our community.”

Without State Farm's commitment, the success of such a huge mixed-use project would be less certain, Wilson notes. “Everybody loves the idea of mixed-use, live-work-play environment, but they’re very hard to kick off,” he explains. “It’s the

tower. Each tower is situated on a five-level parking structure, along with ground-floor retail space. The office towers are slated for early 2015 occupancy. KDC plans to achieve LEED Silver certification from the U.S. Green Building Council. Austin Commercial is the general contractor, and Corgan Architects is the shell building and interiors architect.

“This project will be a tremendous boost for the local economy.”

— Toby Grove, president, KDC

Along with State Farm's towers, KDC's initial phase will include nearly 1,000 apartments; a 150-room select service hotel; a health clinic; a wellness and fitness facility; more than 75,000 square feet of retail, restaurants and entertainment; and a specialty grocery-anchored retail center.

“The essential difference between the State Farm project and other corporate campuses is that we’re creating more than just a place to work,” Mountford notes. “We are balancing the daytime demand from the State Farm population with the creation of a destination where people will come at night and on the weekend. This will be an amenity that area residents don’t currently have.”

“We wanted to see something special occur at this important crossroads of U.S. 75, the President George Bush Turnpike and the DART station, and we are thrilled State Farm and KDC have come together to create that something special,” Johnson says.

A Dedicated Team

Creating something special requires a huge amount of effort and a high level of collaboration, Mountford contends. Fortunately, KDC has a long history with the city of Richardson. The company has been involved in several corporate headquarters projects, including Blue Cross Blue Shield and Fossil Inc.

“This deal wouldn’t have come together as quickly if there had not

“This is the largest and most visionary development in our history.”

— Steve Van Amburgh, CEO, KDC

classic chicken-and-egg question. Retailers want residents to come in, but people want amenities before they lease apartments. State Farm provides an instant economic engine to facilitate the other development. It really brings the project to life.”

State Farm's Class-A office buildings will consist of a 13-story tower, a 15-story tower and a 21-story

The office buildings have some unique elements, Mountford says. The retail space on the ground floor boasts high ceilings facilitated by an 18-foot floor-to-floor structure. It translates throughout the first floor of the parking structure, which creates a warm and engaging space for patrons when they leave their cars. The project also features a DART Plaza to welcome transit riders and encourage them to shop and dine.

Additionally, the project boasts a subterranean loading level, so all of the less-desirable elements associated with restaurants and retail space will be hidden and won’t impact the shopping experience.



been an underlying trust between the city and KDC,” Mountford says, adding that KDC worked with the city to get the acreage rezoned and to negotiate a TIF package valued at \$118 million.

Johnson says KDC’s experience with corporate users makes it easier for the city of Richardson to support companies that want to expand or relocate. “KDC is really attuned to the needs of corporate users, and that allows us to work in tandem without duplicating effort,” he notes.

The end result is a project that benefits both State Farm and the city. “This project will be a tremendous boost for the local economy,” notes Toby Grove, president of KDC. “The true impact is potentially in the tens of billions of dollars when you think about new hires, salaries and spending. We think this is North Texas’ most significant project in 30 years.”

Grove explains that KDC is the master developer, and, as such, the company plans to bring in the best developers for various disciplines. “We made a commitment to State

Farm that we would be responsible for building this environment, and there are a lot of groups that would like to be involved,” he notes. “We have the responsibility to find the very best.”

JPMorgan Chase, U.S. Bank, Wells Fargo, Bank of Texas, Capital One Bank and Regions Bank joined forces to provide construction loans for the mixed-use project. KDC is taking an active role in the design and financing of the project, Grove notes. In particular, the company is paying close attention to density and design quality.

Additionally, KDC has dedicated more than a dozen people to the mixed-use project. “If we were a smaller group, we would be ill-equipped to handle a project like this,” Van Amburgh contends. “It’s not only large — it’s also complex because of the multiple uses.”

KDC’s ability to mobilize its team and start construction was a pleasant surprise. “Our experience with KDC has been excellent,” Stephenson notes. “Our appreciation goes out to the KDC team.”

“We are **balancing** the daytime demand from the State Farm population with the creation of a destination where people will come at night and on the weekend.”

—Walt Mountford, KDC

From KDC’s perspective, working on a project of this magnitude is both an honor and a responsibility. “This is the largest and most visionary development in our history,” Van Amburgh says. “When you’re allowed to build such a huge project, it’s humbling. We are pinching ourselves every day at the opportunity we have to create great space for State Farm and its employees, as well as Richardson residents.”

Van Amburgh concludes: “This is a transformational project. It is the most exciting project for me personally in my 30-year career. I’ve never been so energized.”



Building the Media Center of the Future

Texas' Oldest TV
Station Chooses
CentrePort for Its New
State-of-the-Art Facility

NBC 5/KXAS-TV has a long history of firsts — it was the first television station in the southwestern United States to broadcast in color and the first to broadcast a local sporting event in high definition.

Now the station is getting ready for another first: building a media center of the future from the ground up. The news organization tapped KDC to develop the new 75,000-square-foot facility, which is located on 8.1 acres in the CentrePort Business Park in Fort Worth, Texas. Built on the former Amon Carter Field between Fort Worth and Dallas, CentrePort is a 1,300-acre, master-planned development located right in the heart of the Dallas-Fort Worth Metroplex.

"It's a very rare opportunity to be able to build a new facility from the ground up, and we knew from the beginning that we wanted to build a media center for the future," says Tom Ehlmann, president and general manager of NBC 5/KXAS-TV.

NBC 5/KXAS-TV is the NBC-owned television station serving the communities of North Texas with quality news and entertainment programming on NBC 5, online at NBCDFW.com and COZI TV at digital channel 5-2. In addition to NBC 5, the facility will house Telemundo/KXTX-TV and several





other smaller businesses associated with NBCUniversal, the parent company of NBC 5.

NBC 5 is currently operating out of two facilities, one in Fort Worth and one in Dallas. The Fort Worth facility, which was built in 1948, is functionally obsolete and would have required significant upgrades if the company had decided to stay there. Meanwhile, the lease on the Dallas office was up for renewal.

The timing to pursue a build-to-suit was ideal, according to Keith Cheatham, senior vice president of global real estate for NBCUniversal, which owns NBC 5. Construction began in 2012, and the project is slated

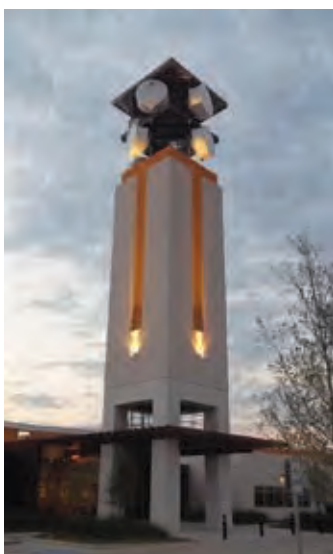
for completion in late 2013. Corgan is the architect, and Adolfson & Peterson Construction is the general contractor.

“Delivering the news is the bread and butter of our company, and NBC 5 and Telemundo 39 are serious about doing this better than any other local media organization in DFW,” Cheatham says. “We’re currently operating from a dated facility, so this new, state-of-the-art facility will allow us to accommodate the latest, and still-advancing, broadcast and Internet technologies.”

The new facility, which is located at 4805 Amon Carter Boulevard, houses approximately 300 employees from both the Fort Worth and Dallas locations. Ehlmann says the news organization believes it will be able to better serve its viewers from one strategically situated location near the center of the North Texas region.

“We think the new facility will be a competitive advantage for our station because it will allow us to reinvent our technical operations and will





provide the tools our people need to do their jobs better,” Ehlmann adds.

Committed to Fort Worth

KXAS-TV’s roots stretch deep into Fort Worth. Its founder, Amon G. Carter Sr., was a well-known civic leader in the city (see sidebar “The Amon Carter Connection”), and the station has called Fort Worth home

since its first broadcast in 1948.

When it came time to find a new home, Ehlmann says the news organization wanted to do everything it could to stay in Fort Worth. At the same time, it had to be cognizant of the fact that it covers news for all of North Texas.

“We thought it was important to be as close to the geographic center of the market as possible to give us the opportunity to access Dallas and Fort Worth equally and give us access to growing areas,” he explains.

Today, the Dallas-Fort Worth Metroplex is the fastest-growing metro area in the nation. It ranks as the fourth-largest region in the United States, with a population of nearly 6.5 million (only New York City, Los Angeles and Chicago can claim more people) and a labor force of 3.2 million.

Like most large cities, the Metroplex is spread out. It encompasses 9,286 square miles, making it larger in area than Rhode Island and Connecticut combined. The cities of Dallas and Fort Worth are roughly 30 miles apart, which doesn’t take into account the sprawl of the suburbs.

Ehlmann says CentrePort was attractive for a variety of reasons, with location and accessibility being the primary attractions. The 1,300-acre, master-planned community is situated at “Main and Main in the Metroplex,” according to Bill Guthrey, senior vice president of KDC. It is just minutes from Dallas-Fort Worth International Airport, and the Trinity Railway Express commuter rail line runs through the community. Moreover, it boasts convenient access to the Metroplex’s major transportation arteries.

“Without question, we’re going to be more convenient for people to stop by and see our operations, and we think we’ll talk with more newsmakers as they travel to or from DFW,” Ehlmann says.



THE AMON CARTER CONNECTION



Amon G. Carter Sr. was a media giant in the Lone Star State in the 20th century.

He was responsible for the creation of the *Fort Worth Star-Telegram*, the region’s largest daily newspaper at the time, along with radio station WBAP and the first television station, WBAP-TV, in 1948. (WBAP-TV was NBC 5/ KXAS-TV’s predecessor.)

Carter loved Fort Worth, and he was a strong supporter of the city. Local leaders honored him by naming Fort Worth’s commercial airport Amon G. Carter Airfield. The airport served the city from 1953 to 1974 before operations were transferred to Dallas-Fort Worth International

Airport. The main runway at the closed airport was repaved as Amon Carter Boulevard.

NBC 5/KXAS-TV’s new facility sits on the southwest corner of FAA Boulevard and Amon Carter Boulevard, with the 4805 Amon Carter Boulevard address honoring the year the station went on the air (1948) and the channel number (05).



In addition, the news organization liked the fact that the business park is deed-restricted and houses a number of other corporate neighbors. A number of blue-chip companies call CentrePort home, including American Airlines, AT&T, Bank of America, JPMorgan Chase, Keebler and Mercedes-Benz.

Another perk is CentrePort’s live-work-play environment. The community houses 2,000 apartment units and three major hotels along with 200,000 square feet of retail and restaurants in a pedestrian-friendly design.

“Overall, CentrePort has great accessibility for our employees, along with a lot of desirable amenities,” Ehlmann says.

The New Facility

NBC 5/KXAS-TV evaluated several possible scenarios for its future facility needs, including staying in its current locations, buying an existing building and new construction. The situation was complicated by the fact that the station had very specific facility requirements because of the unique nature of its business, according to Matt Varney, vice president of technology for NBC 5/KXAS-TV.



“Because we had very specific requirements and would have needed to spend a significant amount of money to renovate, it was almost a wash to build from the ground up,” Varney explains. “We’re a mission-critical data center, we’re a production studio, we’re a newsroom, we’re a tech company, and we wanted operational flexibility to adapt to the business as it changes. Technology is a big piece, and people are a big piece.”

The need for operational flexibility was one of the biggest challenges with the current Fort Worth facility, Varney notes. “It was built for the way TV was 60 years ago,” he explains.



Timeline for NBC 5/KXAS-TV

SEPTEMBER 28, 1948

The station launches as WBAP-TV. It is the first television station in the southwestern United States and is owned by Amon G. Carter, publisher of the *Fort Worth Star-Telegram*.

1954

The station becomes the first Texas TV station to broadcast color programs.

1959

WBAP-TV installs its own weather radar — a market first.

1966

The station is Dallas/Fort Worth's first to feature all-color news film.

1970

WBAP-TV premieres a local newsmagazine show — the first in Dallas/Fort Worth.

1974

The Carter Family Trust decides to break up its media empire. WBAP-TV sells to LIN Broadcasting for \$35 million. LIN takes control and changes the call letters to the current KXAS-TV.

1977

KXAS-TV airs the first live intercontinental satellite report from London to Dallas/Fort Worth.

1981

Sports Extra, the area's first sports wrap-up program, premieres on KXAS-TV.

1985

NBC becomes the first commercial network to institute stereocasting.

1989

The station becomes the first in Texas to debut closed-captioned newscasts.

1994

AT&T Corp. acquires LIN Broadcasting, and its broadcasting assets are spun off into a separate company known as LIN Television Corp.

1997

KXAS-TV is the first market station to offer email delivery of news and deploy night-vision helicopter optics.

1998

LIN Television sells an 80 percent share of KXAS to NBC in exchange for a 20 percent share of San Diego's KNSD. As part of the deal, NBC takes control of KXAS' operations.

2003

NBC 5 is the first area television station to install a 1 million-watt weather radar system.

2006

The wireless revolution comes to local news gathering when NBC 5 issues Blackberry devices and laptops to field reporters.

2007

NBC 5 is the first local station to outfit a Hummer H for storm tracking.

2012

NBC 5 breaks ground on its state-of-the-art CentrePort facility.

2013

NBCUniversal gains full ownership of KXAS.



Varney expects the new facility to have a big impact on operations. The innovative design will provide resources for journalists to collect, interpret and report the news and information most relevant to North Texans 24 hours each day on multiple distribution platforms.

NBC 5/KXAS-TV is working with Dallas-based Corgan Associates Inc. on the architectural design. Adolfsen & Peterson is the general contractor. The news organization solicited feedback from employees to help formulate the new facility's design, according to Varney.

"We were able to ask them what they wanted from the facility to work productively, and we were able to design it from scratch to maximize operations," Varney says, adding that one of the most important things was getting everyone under one roof.

Cheatham expects the new facility to change the way current NBC 5/KXAS-TV employees view their employer. "Beyond modernization and improving the technology we use to collect and report the news, I truly think we will experience current employees being more prideful of where they work," he says.

Ehlmann says NBC 5/KXAS-TV wanted its new facility to be certified by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program. "Many TV stations were built decades ago, and few LEED-certified facilities exist today. We're thrilled to be part of the program," he adds.

In addition, the station was determined to integrate its heritage into the design of its new facility, Ehlmann says.

For example, the building itself is designed in the image of the airport terminal that formerly occupied the acreage now known as CentrePort.

KDC's Guthrey says the new facility presented a number of interesting challenges including demands on the power and telecommunications infrastructure, along with the NBC 5 broadcast tower. "The challenge was making the 100-foot tower an architectural element instead of an eyesore," he explains.



NBC 5/KXAS-TV's facility anchors the northern entrance of CentrePort. "They're a 24-7, high-energy tenant," Guthrey says. "The facility is always going to be on, and it's going to change the energy of the park. It's going to be a landmark facility that people recognize when they drive by."

One-on-One with **S. Todd Maclin** Chairman, Chase Consumer and Commercial Banking



Todd Maclin is chairman of Chase Consumer and Commercial Banking, a role he began in 2013 following a successful career as CEO of Commercial Banking

and co-CEO of Consumer and Community Banking at JPMorgan Chase. In his new role, Maclin serves as an adviser to the CEOs of Consumer and Commercial Banking on business strategy, product development and customer issues.

Maclin is a 33-year veteran of JPMorgan Chase, where he has held a variety of leadership positions in investment banking, commercial banking and consumer banking. He is a native Texan, where JPMorgan Chase is ranked No. 1 among all banks in assets and earnings.

Prior to 2013, Maclin was a member of the JPM Operating Committee and served on the board of the JPM Foundation. He served jointly with Gordon Smith as co-CEO of Chase Consumer and Community Banking, an organization of more than 160,000 employees and one of the largest providers of banking, lending, credit cards, mortgages, auto finance, payments, wealth management and investment services in the United States. Prior to 2011, Maclin was CEO of Chase's Commercial Bank for almost 10 years.

Maclin spent some time with *Developing for the Future* to provide his thoughts on today's banking system, what makes for a good banking relationship and his secrets to success.

DEVELOPING FOR THE FUTURE: Can you give us an idea of the health of the U.S. banking system? Should we feel good about where banks and other financial institutions are today? What about their future prospects?

MACLIN: Banks appear to be very healthy and well into recovery mode following the economic downturn. The crisis hit some more than others, and we've come a long way from those days when some were rescued. The landscape varies.

A few banks are very healthy financially (we're one of them), and some are working their way out of the deepest point.

I don't know of a country that has a better banking system than the U.S. or a clearer and more transparent capital markets system than the U.S. One of the cornerstones of capitalism in this country is that people are given the right to take risks. We don't have the stigma of failure that exists in other countries. We make loans, and most of them pay off. We manage risk.

Most banks are well into positive earnings, and some new banks are being created, which is difficult because you have to get regulatory approval, and you have to make a case that there is need and then sell the idea to investors. Banks tend to be created in places where people have seen gaps; one of those places is Texas. In markets like this, where the economy is robust, there is a need for banks.

Lending activity is pretty robust. In commercial real estate, developers tell me it's very competitive; they're not having trouble raising the money.

DEVELOPING FOR THE FUTURE: What advice would you give to companies looking to build new lending relationships?

MACLIN: The key to a lending relationship is the same as any relationship. It's built on trust, transparency and communication. If someone is looking for a bank, they should consider banks the same way they evaluate friendships and marriage.

You have to make sure that you develop that relationship with honesty and integrity. The folks that I know with great relationships have gone through good times and bad times with that bank. They have trust. Whenever something changes, they go through the process to understand how those changes will impact business. Sometimes relationships between banks and customers get strained because things have changed with the bank.

If you're a small business and you're pressed for time, you'll probably be able to maintain one or two relationships. If you are a big business, you might have more relationships, but it's hard to have depth and intimacy with a person or

institution ... to invest the amount of time it takes to create a personal commitment to each other. I would argue that the more banking relationships you have, the more complicated it is to manage them.

DEVELOPING FOR THE FUTURE: What do you feel has been your biggest professional accomplishment?

MACLIN: Honestly, I feel that my biggest professional accomplishment has been surviving the mergers and acquisitions in the industry. I've been with the same company for 33 years. I started with Texas Commerce Bank and went through at least six major mergers.

I was fortunate to pick the right horse, and I was flexible enough to survive and prosper in the organization we've become. I have a curiosity that was able to overcome the fear that happens when someone presents new challenges. You can't let your fear of failure overwhelm your curiosity; you've got to take risks. I've worked in commercial banking and investment banking, and I've made geographic moves what seems like every three or four years.

Things are constantly changing. I don't think staying with one company limits your ability to have challenges and change, but you have to be open to change and willing to try new and different things. It's certainly true that unfortunate things happen career-wise, but the more adaptable and the more willing you are to accept change and not fight it, the more successful you'll be.

For me, the key is that I really, really like the culture here, and I enjoy being a banker. I enjoy the role that we play. First and foremost, I'm excited to come to work. I dedicate a lot of time and energy to the job.

DEVELOPING FOR THE FUTURE: What is your favorite part of your job?

MACLIN: My favorite part of my job is the people side, working with clients and other professionals internally. Trying to figure out how to raise the money is really fun too.

DEVELOPING FOR THE FUTURE: What is the most challenging aspect of your job?

MACLIN: The entire financial services industry is under an increased level of regulatory scrutiny right now, and there are several hundred new rules that we must comply with in short order. The mandate to meet all these new regulatory requirements calls for extensive changes in our business practices. These new rules will touch almost every system, legal entity, product and service that we have across the company. This is certainly a challenge, but we are committed to making the necessary investments to meet all the regulatory changes.

DEVELOPING FOR THE FUTURE: What professional advice can you give to younger generations regarding traits for success?

MACLIN: You must recognize that you have to work hard. There's no substitute for hard work. You have to be what I call "user friendly" and low-maintenance, which means no drama. We all know people we work with who make things harder, and you want to be a person who has a reputation for being accountable and easy to work with. You should constantly be learning and developing new skills and working to be better. If you do all those things, and you're willing to take some risks, you're going to be successful.

DEVELOPING FOR THE FUTURE: You've been very successful at Chase. What are your key strategies?

MACLIN: In terms of strategies, I've always tried to be a truth-teller. I develop close relationships with managers and colleagues, and I try to be honest. Sometimes it works, and people tell me they appreciate that I'm honest with them. I'm trying to make it a better company and help them to be a better person. I'm a little bit of a pusher. I like to push people. I don't keep my mouth shut when I see something that will help a person improve.

DEVELOPING FOR THE FUTURE: What do you think about 2014?

MACLIN: As the country recovers, we need to focus on actions and policies that are going to drive job growth. While our economy is improving, it's not improving with enough job growth. At the end of the day, Americans like to work, and we want to contribute to the economy with jobs that pay well.

S. TODD MACLIN

Chairman of Consumer and Commercial Banking

Company: Chase

Education: Bachelor's degree in business from the University of Texas at Austin and a master's degree in business administration from the University of Houston

Community Involvement: Serves as a director of the American Bankers Association, as a national trustee for the Boys and Girls Clubs of America, and on The Financial Services

Roundtable in Washington, D.C.; involved with University of Texas at Austin, where he is a director of its Development Board, a member of the Advisory Council for McCombs School of Business, a member of the Executive Committee of the Chancellor's Council, and a member of the Board of Visitors of University of Texas Southwestern Health System.

Family: Married with two grown children

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