M2 Development Partners (M2DP)
Project Management Summary of Services & Capabilities

The three main components for assuring a successful Building Program are comprehensive planning, financial creativity and strong program leadership. Comprehensive planning defines the critical program goals and creates a step by step roadmap for implementing each and every element necessary for the success of a project from start to finish. Financial creativity will research, assess and engage the most cost-effective means of financing the project. Strong leadership manages the overall process folding in local elements such as site selection, zoning compliance, selection of local architect & engineer, incorporating local municipal codes & approvals, selection of a general contractor, operational life cycle costs, energy considerations and tax credits, where available, as well as the selection and management of a myriad of other vendors--all of which require specific contracts, appropriate scopes of work, pricing and well defined deliverables.

The Principals of M2DP have tremendous experience delivering projects on time and on budget. We are highly accomplished in identifying and managing the hundreds of steps necessary for a successful real estate transaction, which we have done for our Corporate Clients on a national turnkey basis since 1995. Collectively, we have completed in excess of $3 Billion USD in transactions on behalf of our Corporate Clients. Each of our client's bring a unique set of internal real estate related skills, capabilities and personnel, as well as a specific annual facility rollout goals, financing objectives and other elements that are specific to their Corporate Culture. Prior to the commencement of any assignment M2DP Principals and our Corporate Clients will collaborate on a plan of execution so that when we launch our rollout program we are in perfect lock step and we each perform our roles in the most efficient manner, while managing everyone's expectations ensuring both the short term and long-term success of the program.

The following high-level outline illustrates many of the numerous steps that M2DP Principals manage for a typical real estate transaction. All or many of these steps may be applicable to a particular project, but each customized action plan is tailored to ensure the success of our Client's real estate project. Every M2DP Client solution is customized—providing the benefit of picking and choosing only those services that enhance your staff's capabilities, while ensuring that all real estate related goals and objectives are met.

OVERVIEW OF PROJECT MANAGEMENT SERVICES & CAPABILITIES

A.   Preliminary Operational & Financial Strategies

At the onset of a Corporate Representation assignment, M2DP prepares a detailed project management process, organizing procedures, and setting a series of comprehensive project goals.   Major areas of organization are:

- ❑ **Project Checklists:** Issue checklists for everything: project goal setting, building requirements and site diligence.
- ❑ **Preliminary Project Schedule:** Generate a critical path schedule showing critical project milestones and responsible parties.
- ❑ **Preliminary Project Budget:** Create an all-inclusive project budget including professional fees, construction and leasing costs, communications, furnishings, cleaning, signage, and relocation/start-up costs.
- ❑ **Preliminary Project Specifications:** Document quantities of personnel and equipment, qualities of building, forecast of future requirements.
- ❑ **Municipal Interface:** Identify all required codes, regulations, and bureaucratic processes.
- ❑ **Financial Road Mapping:** Identify the most competitive options for financing the real estate and personal property pieces of the transaction. Explore the many financial vehicles available for funding and leasing.

B.   Organization

The key to a successful project is the quality of the team and the accountability of each individual to perform their designated responsibilities. M2DP organizes the project team and assigns clear goals and outcomes.

- ❑ **Establish the Project Team:** Assemble a "A" Team of professionals and vendors, including appropriate client internal staff, M2DP personnel and all required outside vendors and consultants.
- ❑ **Responsibility Matrix:** Show all of the activities/responsible parties for all aspects of the project.
- ❑ **Downtime Strategies:** Generate a downtime strategy, if applicable, for upper management buy-in of planned employee shutdowns during relocation. Identify those areas that must remain operational at all times.

C.   Programming

The ultimate success of any project is dependent upon the building's effectiveness in supporting the work performed within and meeting client expectations. This phase called "Programming" is dedicated to identifying all operational needs and client requirements and translating them into an efficient facility layout. Figuratively, this phase specifies the target so that M2DP can take aim and hit it squarely.

- ❑ **Headcount Approvals:** Generate a document that records the number of personnel and departments.
- ❑ **Proximity Studies:** perform a study to determine intra- and interrelationships and locations of departments for efficiency and work effectiveness.
- ❑ **Attribute Projections**: Establish requirements for building amenities to support workplace, including parking and visibility.
- ❑ **Utility Requirements:** Perform a study to determine electrical, HVAC, acoustic, plumbing, and communication requirements.

- ❑ **Work Flow Diagrams:** Create a flow chart of workflow and interdepartmental communication throughout company for use in laying out an efficient building.
- ❑ **Preliminary Project Specifications:** Develop a project specification itemizing building finishes, amenities and utility needs.

D. Budgeting

Most projects fail and stall due to poor budgeting. Items left out (particularly costly ones) can be catastrophic. Adding them back in as Change Orders is catastrophic. And going back to the board for more funding can be a humbling experience.

- ❑ **Preliminary Project Budget:** Create a detailed budget with numbers obtained from the "street" in the form of actual early written quotes of costs from competent vendors
- ❑ **Preliminary Construction Budget:** Perform a study to determine rough construction costs for a building identified in Section C. Programming. Usually a +/- 5% variance.
- ❑ **Final Project Budget:** Issue an all-inclusive final project budget with appropriate contingencies identified for fluctuating or yet-to-be-determined elements, for the purpose of monitoring actual vs. budgeted costs.

E. Scheduling

Because the completion date almost never moves, the importance of creating a critical path schedule is paramount. M2DP is sensitive to the seriousness of timing, all of its constraints, and the repercussions for missing dates. We work diligently to prepare schedules that can be met.

- ❑ **Preliminary Project Schedule:** Creation of a more-detailed schedule of activities and dates in CPM format and critical dates.
- ❑ **Final Project Schedule:** After client management and vendor buy-in, a final schedule is issued to monitor the progress of the project and to raise red flags when slippage is about to occur.
- ❑ **Progress Schedule:** Post a weekly publication illustrating progress of activities and identification of trouble areas ahead.
- ❑ **Vendor Schedule Buy-in:** Written commitment of vendors to perform their responsibilities within agreed timelines.

F. Capital Analysis and Approval

Capital is the blood of the project. In order to move the project along according to schedule, the availability of capital is critical. M2DP organizes the financing in terms of cashflow and its sequence in the duration of the construction.

- ❑ **Financial Road Map:** Identify items to purchase, leased or rented. Leverage the goodwill of Client credit rating and availability to lock in superior interest rates and terms.
- ❑ **Project Authorization Plan:** Establish the internal company approval process and proper protocols to bidding, purchase orders, and payments.

G. Site and Building Search

Once all of the project criteria are complete, it is time to identify and secure potential sites/buildings. The M2DP process is a thorough one, identifying the proper potential sites through rigorous study.

- **Facility/Site Search:** Real estate search for multiple potential sites or buildings based upon criteria above and financial guidelines.
- **Facility/Site Assessment:** Review of each site or building for code violations, discrepancies of description, and ease of applications of requirements.
- **Facility/Site Prioritization:** Prioritization of each site considered in accordance with its fulfillment of facility criteria noted above.
- **Site Due Diligence:** Deploy M2DP's One-Hundred Step process to check all potential issues and constraints including, environmental, soil capacity, easements, access, zoning compliance, etc.

H. Architect Selection and Oversight

The architect is a critical member of the team. A highly competent architect can make the project go smoother and with less change orders. Likewise, a poor performance can cause aggravation, extra cost and missed deadlines. For these reasons, M2DP takes the selection quite seriously.

- **Search for accomplished and project-compatible Architects":** Selection process for the appropriate architectural/design firm. RFQ to be written. Shortlist for interviews.
- **Selection of Architect:** Based upon a number of criteria and qualifications, such as: fee, past projects, references form contractors and city officials, commitment to schedule, experience of personnel assigned.
- **Negotiation with Architect:** Write a strong contract detailing their services, deliverables, and responsibilities. Reduce fee through negotiation techniques and clear identification of architect's role and comprehensive change order procedures.
- **Execute Contract with Architect:** Prepare a contract that makes the architect accountable for meeting costs and quality requirements.
- **Review of Programming Information:** Review programming criteria with the architect to assure accurate inclusion of all needs to drawings and layouts.

I. Site & Building Evaluation

Before a site can be selected it must be compared with all of the options on an apples-to-apples basis, passing many tests comprised of code and zoning regulations, application to the project requirements, and evaluation of the investment.

- **Analysis and Comparison Analysis:** Create a matrix of all project goals and "absolute needs" to compare each property option against the other.
- **Project Proforma:** Produce a project proforma to assess financial viability and provide a roadmap for finaincal and budgetary compliance.
- If searching for a building, establish the facility's "as-is condition" to use as a starting point in negotiation.

J. Preliminary Plans

The preparation of accurate preliminary plans can aid the budgeting and timing process. A finely tuned preliminary plan can take a lot of the guesswork out of estimating costs and timing.

- **Preliminary Layout:** Architect's generation of layout fulfilling the program requirements.
- **Final Layout:** Review and approve in collaboration with all project team members architect's layout showing all walls, furniture, electrical and built-ins. Construction estimates and furniture requirements are generated from drawings.

- **Construction Estimate:** Create an initial construction estimate utilizing qualified local contractors to provide pricing and local nuanced materials and means for construct.

K. Municipal Interface

Communicating and getting approvals from municipalities is a sensitive endeavor. M2DP recognizes that obtaining approvals requires special protocol and their familiarity of the petitioners. M2DP always involves local architectural or engineering support in these matters.

- **Municipal Approval:** Establish the site plan approval process. Make sure no agency is unidentified. Coordinate the protocol efforts with local representatives.

L. Land and Building Negotiation (In the Case of Leasing)

Productive negotiation can take an extraordinary effort. M2DP utilizes its comprehensive study of the property and market to leverage negotiations.

- **Request for proposal:** In the cases of leasing, solicit a formal request for Landlord's offer to lease, identifying client requests for pricing and terms.
- **Due Diligence:** Investigation of facility to validate Landlord's claims and descriptions. Look for any future problems such as roof leaking, utilities capacities, code violations, expansion, etc.
- **Build-out Cost Estimate:** Review for accuracy and fairness of Landlord's offer to build-out space and amenities provided.
- **Lease Negotiations:** Give-and-take deliberations to secure the best value available currently and options for the future.
- **Issue Letter of Intent:** Commitment to Landlord to secured space while legal reviews proceed. (Space cannot be lease-out from under you.)
- **Legal Review:** Review by attorney and project manager for loopholes, fulfillment of build-out, and protection from potential future costs and obligations.
- **As-Built Drawings:** Receive from Landlord set of as-built drawings as a record of what is existing and a basis for pricing new amenities and construction elements. (Don't pay twice for existing amenities).

M. Construction Drawings

Again, a high-quality architect can make a significant contribution by preparing comprehensive construction drawings. M2DP works closely with the architect imparting its considerable knowledge and experience to drive down costs, improve quality, and remove any extravagant amenities or materials that do not provide a significant return.

- **Construction drawings:** Generation of construction drawings for purpose of bidding and obtaining building permit. (More detailed drawings product better pricing and less surprises later).
- **Finish Schedule:** Schedule of all finishes recording color, qualities and manufacturers. (Assures that you get what you pad for).
- **Door Schedule:** Schedule to detail door types, locking options, quality and finishes. (Assures that you get what you paid for).
- **Electrical Plan:** Drawing showing electrical requirements and locations. (Make sure that you get all the requirements in: "extras" are very expensive later on).

- ❑ **Communications Plan:** Drawing showing fax, modem, printer, and telephone receptacle locations. (To make sure that it is all accounted for).
- ❑ **Signage Plans:** Drawing for custom building sign sizes, quality and finishes, (often times a permit is required). Get approval from the Landlord during the lease negotiation phase.

N. Construction

Cost effective and timely construction completion requires diligent efforts by the on-site team. M2DP stations a program manager on-site to oversee the construction activities.

- ❑ **Construction Cost Status**: Review of construction completeness on a monthly basis for approval of Contractor Applications for Payment.
- ❑ **Temporary Certificate of Occupancy:** Certificate to allow partial occupancy of personnel during the final stages of construction. (VERY IMPORTANT: if you do not receive a TC of O you cannot move people in!!)
- ❑ **Final Certificate of Occupancy:** Required before final occupancy is allowed and final payment to construction contractor is made.

O. Building Life Cycle Cost Analysis & Energy Management & Utility Bill Auditing

M2DP Principals have extensive experience and expertise in the Energy Management & Life Cycle Cost Analysis for Building Systems. M2DP has had a twenty (20+) year relationship with my Lynn Sutcliffe, CEO of EnergySolve. EnergySolve has developed a proprietary software system to manage, audit and pay utility bills for end users as well providing Energy Management Consulting Services, tailored to specific needs of each Client. EnergySolve will typically reduce energy related expenses up to 33% with their Energy Management Services and up to 70% in Utility Bill Pay processing costs.

- ❑ M2DP has experts in navigating efficient long-term operating cost of building ownership and or operations.
- ❑ Understanding the US demographics of where and when to utilize renewable and other sustainable technologies
- ❑ Securing Tax Credits & Rebates where available use of Solar & LED Lighting systems.

P. Furniture / Equipment Planning

M2DP believes that all furniture and fixtures should be procured with the benefit of a competitive bidding environment. M2DP will set general specifications and submit them in a bid to vendors. The M2DP's procurement process always produces significant discounts and purchasing terms for our clients.

- ❑ **Furniture and Equipment Layout**: Drawing locating all furniture and equipment, to be used as a background for all communications work and furniture product procurement.
- ❑ **Existing furniture Inventory:** Identification of quantities and conditions of all furniture. Determine product to retain and those to discard. (Not to be performed by furniture vendor).
- ❑ **Furniture/Equipment Key Inventory:** Record keys that exist for current furnishings and equipment, identify those keys missing, order new keys.
- ❑ **Excess Furniture Strategy:** Determine what products are no longer needed and find opportunity to sell for highest amount
- ❑ **Inventory Application:** Apply existing furniture inventory to new furniture layout. Determine quantity and type of new furniture required beyond existing inventory. (Should not be done by furniture vendor).

- ❑ **New Furniture Vendor Search:** Seek qualified furniture vendors to bid on furniture drawings. Furniture drawings must be very detailed to assure comparable pricing.
- ❑ **Furniture Pricing Study:** Examine costs to repair/renovate existing furniture, compare discounts of new furniture and installation costs of similar projects recently completed in the metro area. (Information of pricing of other projects is difficult to seek out, but essential for negotiation advantage).
- ❑ **New Furniture Vendor Selection:** Select qualified vendor based upon discounting, terms, duration of discount, availability of product, and value-added services.
- ❑ **Furniture contract:** Strong written contract protecting company interests and assuring performance by vendor.
- ❑ **Equipment Assessment:** Study to assess condition of applicability of office equipment to new location.
- ❑ Interior Signage Plan: Plan for the fabrication of new or reuse of existing departmental
- ❑ **Signage Procurement:** Selection of signage vendor based upon pricing, availability of product, and timely installation.
- ❑ **Evaluation of Lighting Control Systems:** to maximize return on investment and long term reduction of operational costs.

Q. Communications Planning

Communications are critical to a company's operation. M2DP will oversee the entire process of competitively soliciting and procuring qualified technology vendors to cable and terminate communication equipment and telephones.

- ❑ **Temporary Phasing Plans:** Plan in advance any temporary communications or computing requirements during relocation.
- ❑ **Existing Telephone Layout:** Review existing receptacle, termination, and routing locations for reuse.
- ❑ **New Telephone Layout:** Drawing of new telephone locations and application of existing equipment to new products.
- ❑ **IT Equipment Procurement:** Bidding process to select qualified IT vendors and equipment manufacturers.
- ❑ **Elevator Lines:** One communications line, possibly two, for elevator.
- ❑ **HVAC Communication:** One modem line for the HVAC maintenance company to remotely monitor the HVAC controls
- ❑ **New Telephone Lines:** Order new lines well in advance. (Long lead times are prevalent, include 800, if applicable).
- ❑ **Old Number Transfer:** Set up program with telephone company to transfer calls to old number to the new number, if applicable.
- ❑ **New File Server Lines:** Order new file server lines. (Long lead times are prevalent).
- ❑ **IT Equipment Summary:** Detailed specifications of quantity and type of electrical, cooling, and backboard requirements needed.
- ❑ **Communication Wiring Diagram:** If hardwiring is required, record plan of wiring and termination locations for future use identifying cabling locations

R. Move Planning

Planning a move can be very complex. Furthermore, the success of the relocation to a new building is highly dependent upon having all operations working and functioning on day one. M2DP Managers will train and tutor your staff to plan, procure and manage the hundreds of seemingly minor, yet critical items to have the company running and effect on day one.

- **Move Team:** Establish a separate, grassroots level, move team for highly detailed coordination.
- **Move Plan:** Generate a numbered move plan to reference all areas of the space and utilize for move bidding and actual relocation activities.
- **Purge Strategies:** Implement a file-purging program before bidding move. (lessens the times to be moved).
- **Confidential Files:** Determine strategies for moving confidential files.
- **Change of Address:** Change address at Post Office, UPS, FedEx, Etc. (move cards available at P.O.).
- **New Address/Telephone number:** Need to obtain this information ASAP, stationary, business cards, etc. must be changed.
- **Change stationary:** New cards, letter, etc. printing before company relocates.
- **Mover Selection:** Selection of move vendor based upon pricing, manpower availability, and commitment to schedule.
- **Move Negotiation:** Negotiate contract for services, outline plans for limiting building damage, insurance, and manpower commitment.
- **Move Contact Award:** Review contact for content, all move activities must be accounted for.
- **Move Insurance:** Purchase additional insurance where practical. (Basic mover insurance is not sufficient in most cases).
- **Building protection:** Set a plan to protect all door openings, flooring, etc. During relocation.
- **Manpower Submittal:** Mover to present an hour-by-hour manpower schedules for critical move days. (This exercise will produce confidence that the move will occur as planned during critical move days).
- **Equipment Relocation:** Check with vendors of copy machines, faxes, etc., if relocation must be performed by them to protect warranties.
- **Key Strategy:** Determine a key strategy for handling keys to furniture and equipment.
- **Misc. Carpentry:** Arrange for a carpenter to hang art, white boards and wall-mounted furniture.
- **Cleaning Program:** Setup cleaning sessions at origin site after move out and at destination sites after construction, after furniture and equipment delivery, and after move-in of personnel.
- **Repair Program:** Establish a plan and vendors for furniture touch-up and repair.
- **Move Meetings:** Establish and schedule regular move meetings at each origin site, well before move week.
- **Move Newsletter:** Establish a regular distribution of a move newsletter to keep employees informed of move dates and general move developments. (Employees will be much less anxious about the move if they are kept informed.
- **Telephone Transfer:** Arrange for telephone calls to be transferred to a message center during relocation period. (Make efforts not to lose any calls during this period).
- **Available Roads:** When moving heavy materials certain roads are rated for this weight and are affected by times of year and days of the week.

S. Exit Strategy

If our clients are exiting an existing lease there are often many repairs and replacements to be applied to the building to satisfy the terms of the current lease--many of these can be negotiated away and if not repairs must be made. M2DP can enable your staff to coordinate everything.

- ❑ **Gas Coordination:** Coordinate gas shut off at origin sites and gas commencement at destination sites.
- ❑ **Water Coordination:** Coordinate water shutoff at origin sites and water commencement at destination sites.
- ❑ **Electricity Coordination**: Coordinate electricity shutoff at origin sites and electricity commencement at destination sites.
- ❑ **Supply Shipments:** Coordinate supply shipments, hold or just-in-time until new site is ready for receiving products.
- ❑ **Waste Service:** Cancel existing waste pickup services, check with Landlord about new pickup procedures
- ❑ **Food Vending:** Cancel existing vending contract and select food/beverage vendor for new location, coordinate utility requirements for machines at new location.
- ❑ **Coffee Service:** Define coffee service to be used, select vendor, coordinate utilities with coffee machine requirements, establish a locked are for supplies
- ❑ **Existing Lease Conditions:** Understand exiting lease conditions, how to leave space when emptied.
- ❑ **Negotiate Exit:** Negotiate terms of leaving space, often times, trade-offs for fixtures and equipment left behind, etc., can be swapped for concessions.
- ❑ **Budget Repairs:** Estimate the cost of repairs to meet exiting conditions.
- ❑ **Cleaning:** Contact for cleaning to meet exiting conditions.

T. Furniture & Work Efficiency Process

M2DP Program Managers arrange for all installations and coordinate it with the construction trades. Coordination of furniture and communication systems during the final weeks of construction requires enormous organization skills.

- ❑ **Relocating Existing Systems Furniture:** Teardown systems furniture, deliver to new site or hold for installation. (Timing depends on availability vs. new space and exiting dates).
- ❑ **Furniture Permit:** Some municipalities require a permit to install furniture.
- ❑ **Union Interface:** Check with construction contractor for union situation, sometimes systems furniture installation must be done with union installers.
- ❑ **Systems Furniture Installation:** Install panels portion first, communication lines are then set in base, install remaining portion.
- ❑ **Signage Installation:** Determine method of fastening signs based upon wall finish and exiting conditions.
- ❑ **Directory Posting:** Set-up with Landlord company posting on Building Directory

U. Communications Installation

Having communications up and running on move in day is critical. M2DP coordinates all vendor efforts to install telephone systems, cabling, and terminations.

- ❑ **Deliver Materials:** Materials should be delivered as soon as possible so that early wiring can commence.

- **Main Feed:** Feed main branches of cabling, coil extra length in ceiling or on floor in anticipation of systems furniture installation,

- **Systems Furniture Feed:** Feed cabling through systems furniture at base, allow some slack for movement of furniture.

- **Terminations:** Determine type of receptacle based upon systems furniture and color scheme, terminate ready for connection.

V. Move Activities

M2DP provides training for your staff to expertly manage the move coordination, directing and supervising move efforts.

- **Confidential Files:** Have confidential files moved by responsible personnel. (This avoids critical losses from a lost or stolen box).

- **Trash Barrels:** Delivery of confidential trash incinerator bins and trash barrels. Deliver several weeks before move to encourage purging.

- **Boxes:** Have mover deliver tags, empty boxes and packing materials several weeks before move.

- Tagging: Follow a very specific tagging program to assure that all boxes, furniture and equipment move to their exact location.

- **Lost Contents:** Designate a room for lost contents to be placed.

- **Packing:** Employees and move team pack and tag all boxes.

- **Packing Computers:** Often times performed by computer vendor to establish sole responsibility.

- **Protecting Furniture and Equipment:** Sets taken to protect damage of furniture and avoid accidental locking of file drawers.

- **Artwork:** Plan for relocation of existing or selection of new artwork and framing.

- **Foliage:** Relocate existing if owned, contact foliage company if leased.

- **Security:** Select security vendor based upon the type of security required, cost, and commitment to schedule.

- **Special Security:** Establish supplemental security or security guards during move days when many people will be in the space and security devises haven't been completed.

- **Move Plans:** Display move plans all throughout the space to assure that movers know where things go.

- **Welcome Kits:** Leave welcome kits at each workplace to help identify items that need repair or adjustment and to illustrate where parking, restaurants, services, etc., are located nearby.

- **Building Locks:** Change locks after vendors have completed their work.

W. Punchlist Administration

Punchlist completion can be difficult and time consuming. M2DP works with each vendor to identify all outstanding items to be complete and gets them done quickly and thoroughly.

- **Punchlist:** Prepare punchlist and identify responsible party and completion date.

- **Follow-through:** Utilizing the instructions for punchlist resolution in each vendor contract pressure vendors to complete their responsibilities in a timely manner.

- **Payments:** Pay invoices in accordance with contracts and completeness of each vendor's work.

- **Final Details:** Contract a handyman to adjust, affix, and fix minor items.

X. Project Status

Communication with all participants is critical. M2DP utilizes the internet as a tool to communicate on a real time basis with our clients, the project architect, contractors, and vendors.

❑ **Project Status:** M2DP real-time updates via the internet.