

WE GET IT.

YOUR VISION. YOUR VALUES.
RESULTS.



Project Management Advisors, Inc.





PROJECT MANAGEMENT ADVISORS, INC.

A grayscale photograph of a construction site. In the foreground, a group of six people are gathered around a large pile of dirt. They are dressed in business attire, including jackets, blouses, and a striped shirt. Some are wearing sunglasses. They appear to be participating in a ground-breaking ceremony, as they are holding shovels and some have dirt on their hands. In the background, there are construction vehicles, including a tractor with a "DANGER" sign, and a building under construction. The overall scene is bright and sunny.

WHO IS PMA?

WHO IS PMA?



REPRESENTING OWNERS IS OUR BUSINESS.

OUR FOCUS IS YOUR ADVANTAGE.

There's a lot at stake on your project - many parties, conflicting agendas and a lot of moving parts. You need a true advocate with multi-disciplined real estate and development expertise, broad industry experience and no conflict of interest.

Are you looking for expertise to get the best outcome for your project? Whether you're planning a new building, developing a corporate campus or considering a real estate investment, the challenges are complex and time-sensitive. Selecting the right partner could be the most vital decision you make in determining the success of your project.

We partner with clients as their unbiased advocate to provide development and construction consulting to manage project complexity, emphasizing leadership and strategic guidance for optimized project outcomes.

WE GET IT.



WHO IS PMA?

6

REGIONAL
OFFICES

\$1.6B

ANNUAL VOLUME
LAST 3 YRS AVG.
(Project Value)

130+

STAFF

RANKED
#51

ENR 2020 TOP LIST
Professional Service Firms
(CM for Fee)

PROJECTS
MANAGED IN
6

COUNTRIES OUTSIDE
THE U.S.

SAN FRANCISCO

LOS ANGELES

SAN DIEGO

STAFF LICENSES & CERTIFICATIONS:

- Registered Architect (AIA)
- Civil Engineer (CE)
- Professional Engineer (PE)
- Structural Engineer (SE)
- General Contractor (GC)
- American College of Healthcare Architects (ACHA)

CHICAGO
Corporate

Founded 1993

NEW YORK
Presence

AUSTIN

ORLANDO

- Healthcare Construction Certificate (HCC)
- LEED Accreditation
- NCARB
- OSHA
- Project Management Professional (PMP)

WHO IS PMA?



MARKET SECTORS

Commercial

Life Sciences

Corporate Interiors

Multi-family Residential

Education

Not-for-Profit

Government/Civic

Sports & Recreation

Healthcare

Technology

Hospitality

CLIENT PARTNERS

Longstanding Relationships:

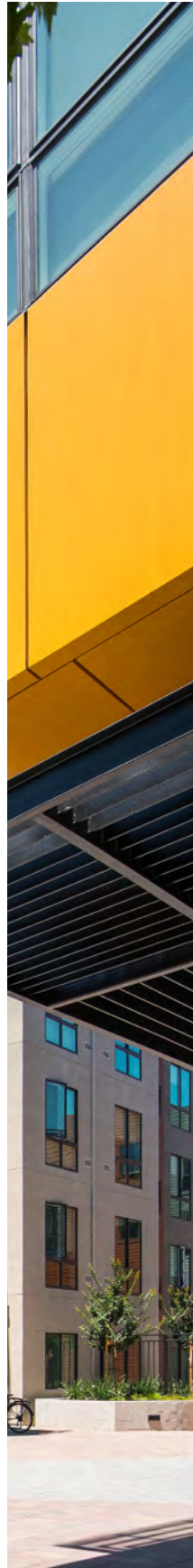
Healthpeak Properties	23 yrs	UDR, Inc.	7 yrs
Agilent Technologies	21 yrs	Draper and Kramer	6 yrs
County of San Diego	13 yrs	Harrison Street Realty	5 yrs
Merlin Entertainments	12 yrs	MetLife	5 yrs
Univ. of California San Diego	9 yrs	Paramount Group	5 yrs



HARRISON STREET



An AbbVie Company





A large, orange, double quotation mark opening the testimonial text.

I get the same level of communication, involvement, and expertise from whomever I'm talking to at PMA. It's not only more efficient, it makes for a higher-quality product.

A large, orange, double quotation mark closing the testimonial text.

JEFF REDLITZ
COUNTY OF SAN DIEGO





PROJECT MANAGEMENT ADVISORS, INC.



PMA ADVANTAGE

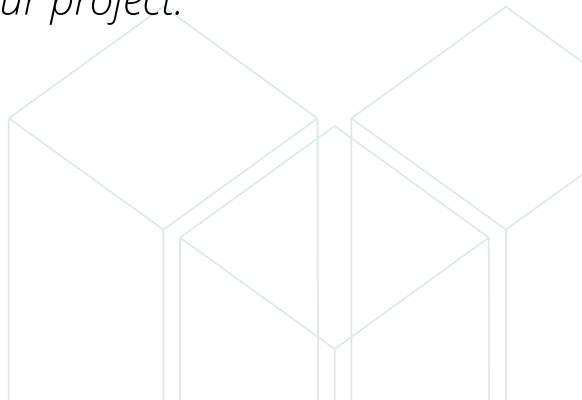
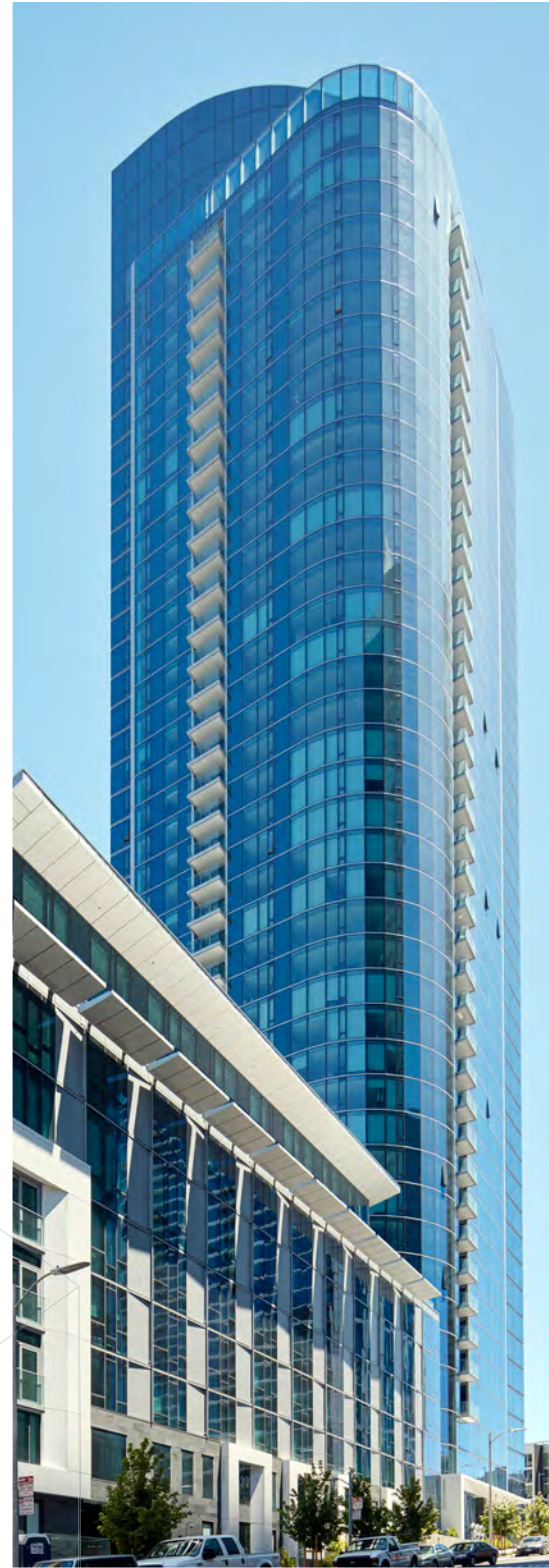
EMBRACING COMPLEXITY. NAVIGATING AMBIGUITY.

CONCENTRATED EXPERIENCE WITH HIGH-IMPACT PROJECTS.

We routinely manage technically complex, high-stakes projects where the potential for innovation and commercial success are huge, reputations are made, brands are magnified, and gambling with schedule or budget uncertainty is not an option. So don't. Partner with us to guide your project and lead the project team from start to completion, or anywhere in between, however complex. In fact, the more complex, the better.

Managing the unmanageable and predicting the unpredictable is our differentiator

We identify and remove known risks and formulate strategies to minimize the impact of the unknown, creating more certainty and predictability of the outcome of your project.





MANAGING YOUR SUCCESS

PROJECT LEADERSHIP YOU CAN COUNT ON.

*The best problems are the ones
you never have.*

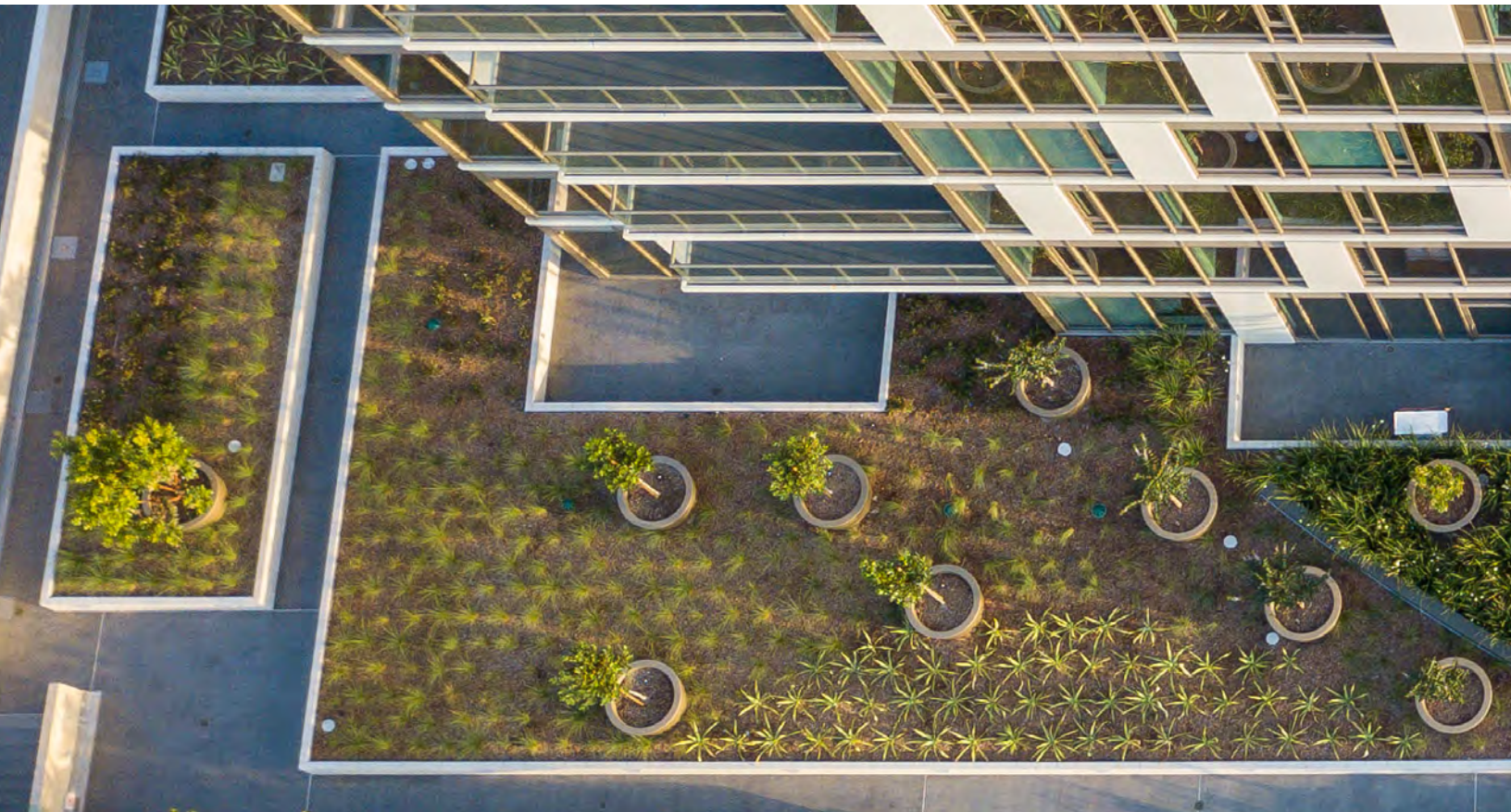
Our approach invests heavily and early in the development and analysis of the initial project plan. Throughout implementation, we proactively make adjustments to continually drive significant and measurable impact on schedule, cost and quality.

Our work with market leaders across many industries has resulted in the development of proprietary programs for managing schedule, budget, quality control, and engendering highly functional teams that are the foundation of our approach to managing your project and protecting your investment, including:



SBC | Comm SM
Schedule + Budget + Change & Communication Management

Our foundational approach to managing projects for delivery certainty. Robust control of the project schedule, cost, and changes are supported by an integrated communications strategy that emphasizes team member accountability and an integrated web-based project management platform for complete project control.




2**R.A.M.P.SM****Risk Assessment + Mitigation Planning**

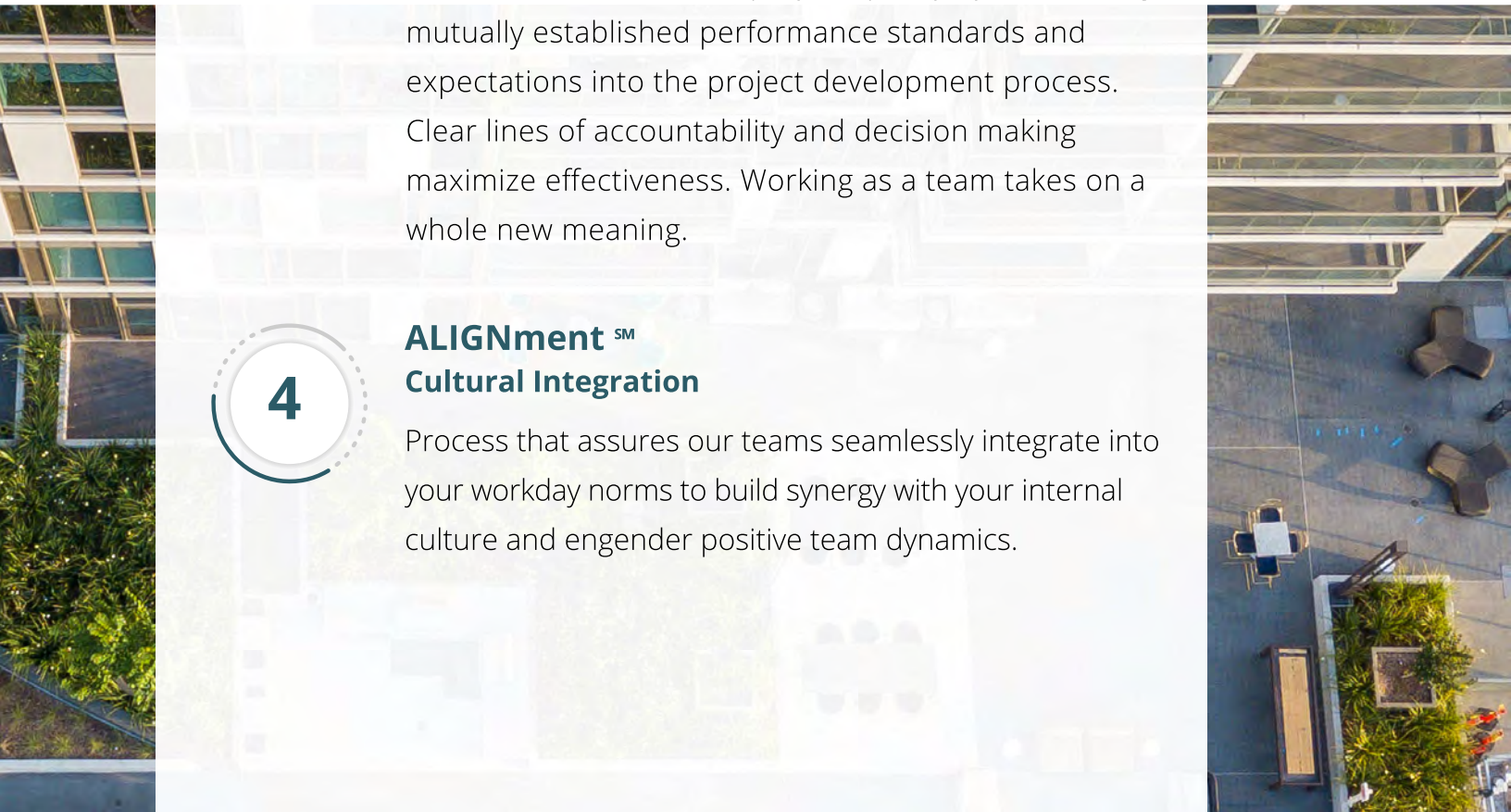
Our R.A.M.P. program proactively assesses and manages the impact of both anticipated and unexpected changes that occur during a project, to prevent or mitigate potentially costly delays and disruptions. Your decisions are informed and confident, your project keeps moving towards the outcome you're counting on.

3**PerformanceMaxSM****Quality Assurance/Quality Control**

Rigorous quality assurance/quality control protocol that assures service and project quality by embedding mutually established performance standards and expectations into the project development process. Clear lines of accountability and decision making maximize effectiveness. Working as a team takes on a whole new meaning.

4**ALIGNmentSM****Cultural Integration**

Process that assures our teams seamlessly integrate into your workday norms to build synergy with your internal culture and engender positive team dynamics.







“

In many cases when there is a problem, the owner's rep points to the contractor as the responsible party. PMA takes responsibility for the problem itself.

”

TIM PUNTILLO
BULLEY & ANDREWS





PROJECT MANAGEMENT ADVISORS, INC.

SERVICES



CORE SERVICES

Development Management

Project Management

Program Management

Investor Representation

Development Management

- Due Diligence
- Site Selection
- Acquisition Analysis
- Financial Modeling
- Entitlement Management
- Permitting Management
- Schedule and Budget Development and Management
- Team Procurement
- Design and Construction Administration
- Sales and Marketing Support
- Lease Analysis

Project Management

- Program Development
- Budget Development
- Schedule Development
- Entitlement Management
- Team Procurement
- Design Administration
- Permit Administration
- Construction Administration
- Owner FF&E Management
- Move Management
- Change Management
- Project Accounting
- Project Close-out



Knowledge gained through diverse experience and strength in technical complexity.

Program Management

- Strategic Planning and Advisory
- Organizational Framework and Operating Guidelines
- Parallel Project Evaluation and Coordination
- Multi-level Reporting for Varied Needs

Investor Representation

Current Risks and Impact Issues:

- Entitlement Documentation
- Construction Documents
- Contractor and Consultant Agreements

Relevant Agreements:

- Schedule Summary and Analysis
- Delay Claims
- Construction Schedule and Milestone Update
- Current Construction Schedule

Financial Summary:

- Budget Analysis
- Sources and Uses
- Actual/Projected Expenditures
- Contract Allowances
- Contingency Update and Tracking







PROJECT MANAGEMENT ADVISORS, INC.



OUR PEOPLE

FIRM LEADERSHIP



ROGER MCCARRON, AIA, LEED AP
President and CEO

Years in the Real Estate Industry
Since 1989

Years with PMA
Since 1995



J. MICHAEL TRACY
Chairman

Years in the Real Estate Industry
Since 1972

Years with PMA
Founder - 1993



KEN RICHTER, LEED AP
Western Regional President

Years in the Real Estate Industry
Since 1984

Years with PMA
Since 1999



ANDREW ROSCOE, LEED AP
Eastern Regional President

Years in the Real Estate Industry
Since 2003

Years with PMA
Since 2006

In every PMA office, on every team, you'll find people who love nothing better than a challenge and are committed to your project's success. We make your journey, our journey. It's the foundation to not only who we are, but HOW we work.

REGIONAL OFFICE LEADERS



ROSS ANDERS, LEED AP BD+C
Vice President and General
Manager, Austin

Years in the Real Estate Industry
Since 2001

Years with PMA
Since 2019



**ANDY BOHNERT, AIA,
LEED AP**
Vice President and General
Manager, San Diego

Years in the Real Estate Industry
Since 1992

Years with PMA
1997 - 2008, 2017 - Present



**LEON CAMARDA,
LEED AP, PMP**
Vice President and General
Manager, Orlando

Years in the Real Estate Industry
Since 2001

Years with PMA
Since 2013



SONNET HUI
Vice President and General
Manager, Los Angeles

Years in the Real Estate Industry
Since 1990

Years with PMA
Since 2020



ALLISON OWENS
Vice President and General
Manager, San Francisco

Years in the Real Estate Industry
Since 2009

Years with PMA
Since 2014



JEFFREY ZAHORAK, LEED AP
Vice President and General
Manager, Chicago

Years in the Real Estate Industry
Since 2000

Years with PMA
Since 2017



SAN FRANCISCO TEAM



ALLISON OWENS
Vice President and General
Manager San Francisco
Years in the Real Estate Industry
Since 2009
Years with PMA
Since 2014



BERNIE BAKER, LEED AP
Vice President
Years in the Real Estate Industry
Since 1988
Years with PMA
2005 - 2013
2019 - Present



**NICK CLAYTON, AIA,
LEED AP BD+C**
Vice President
Years in the Real Estate Industry
Since 2002
Years with PMA
Since 2013



TOM RAMSEY
Vice President
Years in the Real Estate Industry
Since 1988
Years with PMA
Since 2013



VINCE SLIVKA
Senior Program Manager
Years in the Real Estate Industry
Since 1976
Years with PMA
Since 2015



**AMY GARRISON, AIA, LEED
AP**
Senior Program Manager
Years in the Real Estate Industry
Since 2000
Years with PMA
Since 2018



AMINE CHAOUI
Senior Project Manager
Years in the Real Estate Industry
Since 2013
Years with PMA
Since 2019



ALEXANDER COMPOMANES
Senior Project Manager
Years in the Real Estate Industry
Since 2013
Years with PMA
Since 2015



TARA KORLIPARA
Senior Project Manager
Years in the Real Estate Industry
Since 2008
Years with PMA
Since 2014

**GERARD COLOMB, AIA**

Vice President

Years in the Real Estate Industry
Since 1982*Years with PMA*
Since 2014**MERIS OTA**

Vice President

Years in the Real Estate Industry
Since 2005*Years with PMA*
Since 2019**MARINA CHRISTODOULIDES**

Vice President

Years in the Real Estate Industry
Since 2007*Years with PMA*
Since 2016**MYUNG KIM, AIA**
LEED AP BD+C

Senior Program Manager

Years in the Real Estate Industry
Since 1998*Years with PMA*
Since 2018**RON ASSA**

Senior Project Manager

Years in the Real Estate Industry
Since 2013*Years with PMA*
Since 2015**DEVIN BERTSCH**

Senior Project Manager

Years in the Real Estate Industry
Since 2013*Years with PMA*
Since 2015**TRI VU**

Senior Project Manager

Years in the Real Estate Industry
Since 2007*Years with PMA*
Since 2016**STEVE CHAN, LEED AP BD+C**
Project Manager*Years in the Real Estate Industry*
Since 2006*Years with PMA*
Since 2019**STEVE DUTRA, P.E.**

Project Manager

Years in the Real Estate Industry
Since 2011*Years with PMA*
Since 2020

SAN FRANCISCO TEAM



KARLY MORGAN

Project Manager

Years in the Real Estate Industry
Since 2012

Years with PMA
Since 2019



MICHELE NIAKI

Project Manager

Years in the Real Estate Industry
Since 2012

Years with PMA
Since 2017



MICAH SOLIT

Project Manager

Years in the Real Estate Industry
Since 2016

Years with PMA
Since 2016



SIPAN YAVARIAN

Assistant Project Manager

Years in the Real Estate Industry
Since 2009

Years with PMA
Since 2019



MONICA CUELLAR

Project Coordinator

Years in the Real Estate Industry
Since 2013

Years with PMA
Since 2017



DERRICK MATANO

Project Coordinator

Years in the Real Estate Industry
Since 2017

Years with PMA
Since 2019



KYLE SUNDMAN

Project Manager

Years in the Real Estate Industry
Since 2011

Years with PMA
Since 2017



SHAWDIE HAZEGH

Assistant Project Manager

Years in the Real Estate Industry
Since 2010

Years with PMA
Since 2019



JACOB HOVLAND

Assistant Project Manager

Years in the Real Estate Industry
Since 2017

Years with PMA
Since 2018



STEPHANIE SEDAYAO

Project Coordinator

Years in the Real Estate Industry
Since 2016

Years with PMA
Since 2020



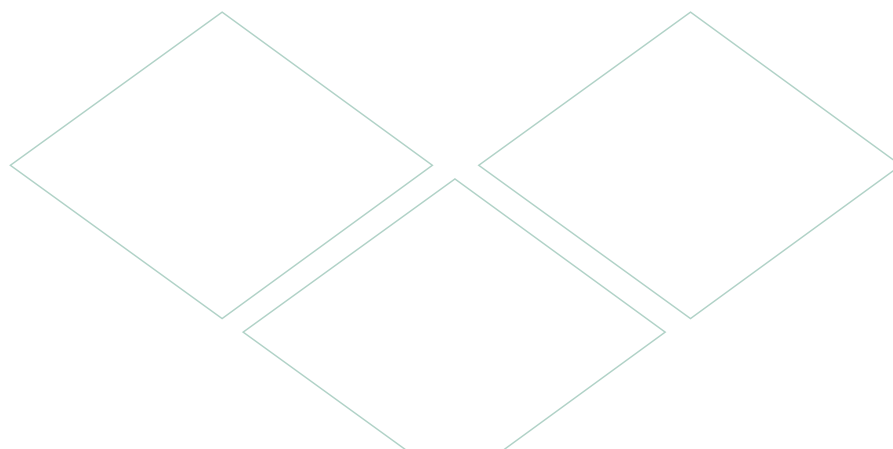
LUANN SOMRAK

ROSMANDO

Project Coordinator

Years in the Real Estate Industry
Since 2016

Years with PMA
Since 2018





PROJECT EXPERIENCE

CORPORATE OFFICE



STERLING BAY



Agilent Technologies



CENTERVIEW PARTNERS AT 555 CALIFORNIA STREET

San Francisco, California



Client:

Centerview Partners

Project Management Services:

- Schedule & Budget Management
- Lease/Workletter Management
- Permit Management
- Design Administration
- Construction Administration
- FF&E Coordination
- Occupancy Management
- Project Accounting

Project Facts:

- 11,000 SF Investment Banking Office Tenant Improvement
- Perimeter Office with Views of the Bay
- Kitchen and Gathering Space

Completion Date:

October 2017

Architect:

Revel Architects

General Contractor:

GCCI



© Cesar Rubio

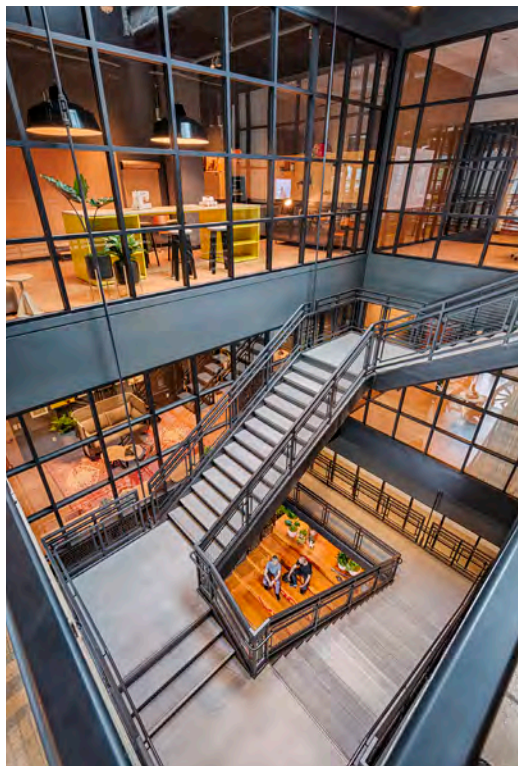
The client, a leading independent investment banking and advisory firm relocated to a higher floor in the 555 California Street Building to provide staff with new and upgraded office space and improved Bay views.

Solutions / Approach

- Managed fast-track, landlord-driven construction schedule to successfully meet client's strict move in/move out dates
- In addition, negotiated with Building Management on behalf of client to achieve early installation of key design features while maintaining building operability
- Guided General Contractor in successful Value Engineering exercise to meet budget

1240 & 1260 CROSSMAN

Sunnyvale, California



© Marco Zecchin

Awards:

2019 Engineering News Record (ENR) Award for Best Interiors/ Tenant Improvement Project

Client:

Fortune 100 Multinational Tech Company

Project Management Services:

- Existing Facility Investigation
- Existing Conditions Investigation
- Schedule & Budget Management
- Permit Management
- Procurement
- Pre-Design Administration
- Program Management
- Design Administration
- Construction Administration
- FF&E Coordination
- Project Accounting
- Financial Management

Project Facts:

- 220,000 SF Commercial Office Tenant Improvement
- Full Service Cafe Including Kitchen, Dining, and Barista Station
- Building Includes New MEP equipment, New Elevators, Atrium, Feature and Circulation Stairs, Skylight, Conferencing Center and Open Office
- Amenities Include Game Room, Mother's Rooms, Nap Pods, Libraries, and Massage Rooms

Completion Date:

May 2019

Architect:

SERA Architects

General Contractor:

XL Construction

The Client created a space to enhance user experiences by means of productivity, socialization, and collaboration. The goal was to deliver a high performing workplace that would reflect the company's unique culture.

Solutions / Approach

- Manage design reset to mitigate impact to schedule and budget and ultimately delivered the project on time and under budget.
- Proactively oversee aggressive schedule by establishing communications plans and a routine meeting schedule
- Navigate design direction through multiple end-user changes and requests.
- Success of this project resulted in the Client using it as a benchmark for upcoming tenant improvement projects.

FORTUNE 100 MULTINATIONAL TECH CLIENT

Sunnyvale, California



Client:
Confidential Client

Location:
Sunnyvale, California

Assignment:
Project Management
Owner Representation
Program Management

Services:

- Schedule & Budget Management
- Permit Management
- Pre-Design Administration
- Program Management
- Design Administration
- Construction Administration
- FF&E Coordination
- Financial Management

Project Facts:

- 248,000 SF Tenant Improvement
- Two Buildings Including Open and Group Offices, Training Rooms, Conference Rooms and Server/IDF Rooms
- Amenities Include Full-Service Kitchen/Servery and Fitness Center

Completion Date:
March 2017

Architect:
Valerio Dewalt Train Associates, Inc.

General Contractor:
XL Construction

Located in Sunnyvale, California, this confidential tech client's future forward, two building, office tenant improvement project consists of meeting rooms, huddle rooms, multi-purpose rooms and phone rooms. The new space includes updated work stations and amenities with massage rooms, game rooms, express cafes, kitchens on each floor and other areas to create an entrepreneurial and innovative work environment. The client's overarching goal is to create a transformational built environment and to support and enhance employees focus, collaboration, socialization and learning.

Project Management Advisors, Inc.'s (PMA) role is to accommodate multiple owner driven program changes by anticipating potential effects early and directing priorities to keep the project on schedule.

444 CASTRO STREET

Mountain View, California



© John Sutton Photography 2019



Client:
The Swig Company

Project Management Services:

- Existing Conditions Investigation
- Schedule & Budget Management
- Permit Management
- Procurement
- Pre-Design Administration
- Program Management
- Design Administration
- Construction Administration

Project Facts:

- 75,000 SF Tenant Improvement and Capital Improvements
- Updated Amenities Include Outdoor Lounge and Meeting Area, Fitness Center, Showers and Locker Rooms, Conference Room, Lobby Renovations, and Electric Vehicle Chargers
- Accessibility Upgrades
- New Curtain Wall
- Warm Shell Tenant Improvement Including Construction of Mezzanine Space and New Stairs

Completion Date:
October 2018

Architect:
AP + I

General Contractor:
BCCI

The Swig Company engaged Project Management Advisors, Inc. (PMA) to help coordinate a series of improvements to reposition the 444 Castro Street property in downtown Mountain View. The project team successfully worked together to navigate the complex problems that can arise during construction of an occupied building in a densely populated area.

Solutions / Approach

- Manage schedule to allow the landlord to lease warm shell space during construction while also incorporating the needs of the incoming tenants.
- Work with the city to phase multiple projects in pre-application meetings and resolve planning and permit challenges.
- Set up a communication program with the tenants to provide updates and planned for off hour and phased construction.
- Integrate The Swig Company's focus on sustainability and forward thinking design into the project.

GHIRARDELLI SQUARE POWER HOUSE

San Francisco, California



© Bernard Andre Photography

Jamestown LP's renovation transforms a San Francisco historic landmark into new, class A office space. The building is the previous power facility for the original Ghirardelli Chocolate Factory and includes brick walls and facade, waterfront access and views of the San Francisco Bay. Jamestown's main goal was to preserve the existing architecture while maintaining and highlighting the space's unique character for the incoming tenant. It was important to also allow for flexibility for possible future tenant build outs.

Project Management Advisors, Inc. (PMA) coordinated design workshops and collaborated with the incoming tenant's architect and representative to solicit feedback and provide solutions that aligned with Jamestown's budget, building standards and overarching goals. PMA also facilitated an overall budgeting format with the general contractor to separate Landlord costs from tenant TI allowance costs and out of pocket costs to establish a clear track to stay on budget.

Client:
Jamestown, LP

Location:
San Francisco, California

Assignment:
Project Management
Owner Representation

Services:

- Schedule & Budget Management
- Lease/Workletter Management
- Permit Management
- Procurement
- Pre-Design Administration
- Design Administration
- Construction Administration

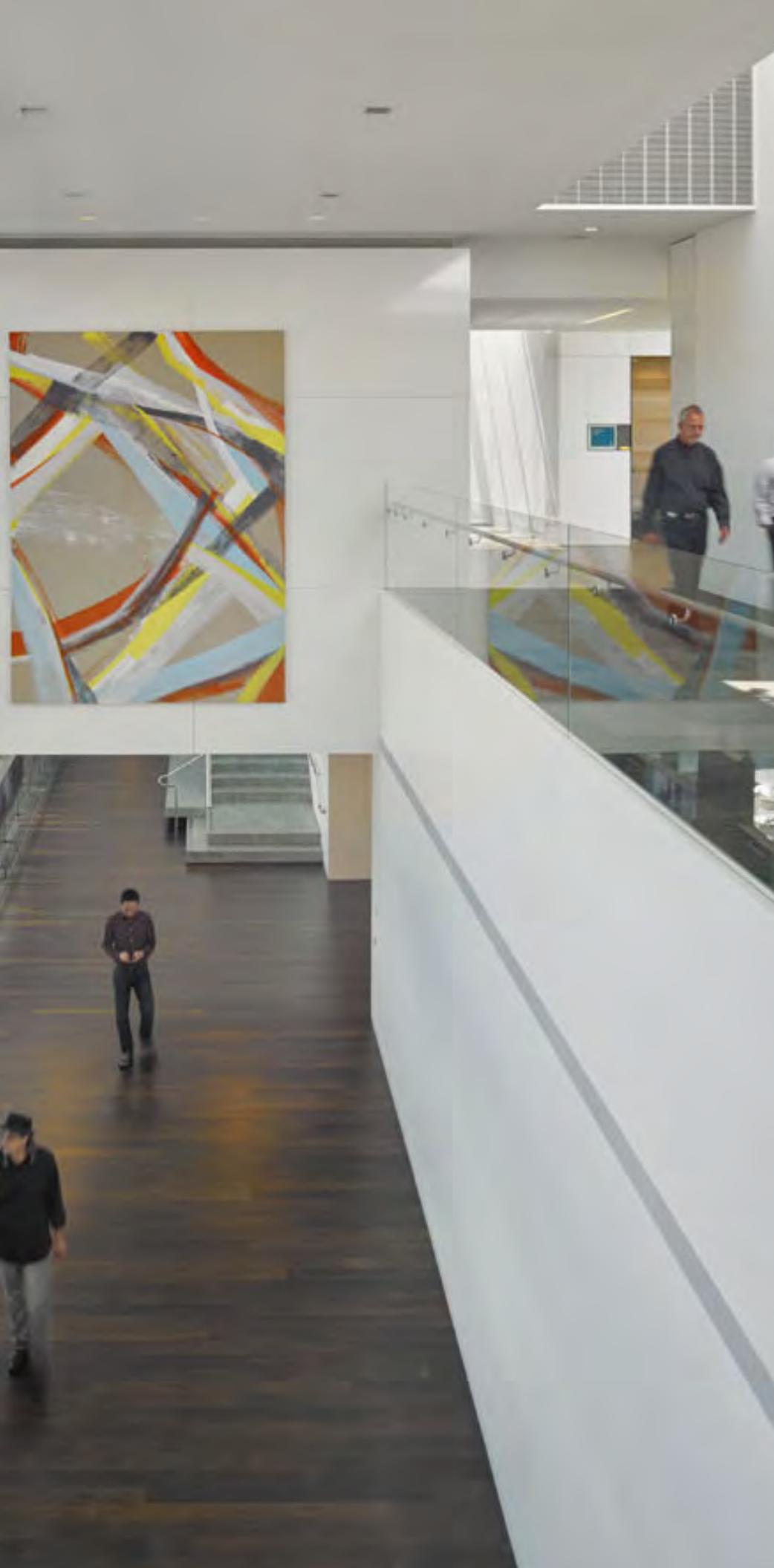
Project Facts:

- 12,789 SF Renovation
- 2-Level Class A Office Space With Interior Stair
- San Francisco Historic Landmark

Completion Date:
May 2017

Architect:
TEF Design

General Contractor:
Dome Construction



Austin

Chicago

Los Angeles

Orlando

San Diego

San Francisco

www.pmainc.com