



2014 | company overview





900 North Michigan | Chicago, IL



## **dma** | who we are

Development Management Associates, LLC (DMA) manages commercial real estate projects to achieve top performance for owners and investors. With quality at the forefront of our work, we make development efforts simpler, swifter, and more profitable. At DMA, every project receives personal attention. Every solution is a custom one, drawing on innovations selected to improve outcomes and contribute to the highest levels of client satisfaction.

Our team has start to finish experience developing, improving, and managing diverse projects and properties across the US and Canada including:

- Mixed-use Buildings
- Offices
- Hotels
- Casinos
- Residential
- Solar Installations
- Retail Centers

Our clients are real estate investors, entrepreneurs, corporations, and investment trusts. They choose DMA for a unique set of strengths that enhance the quality and profitability of every project:

- Experienced Leadership
- Collaborative Skill
- Financial Discipline
- Design Expertise

## **dma** | strengths

Our technology and reporting capabilities support project success and client satisfaction. Our clients are real estate investors, entrepreneurs, corporations, investment trusts and public entities. They choose DMA for a unique set of strengths that enhance the visibility, credibility, and profitability of every project:

### **Experience and Talent**

Executives at DMA have built respected reputations in the real estate industry. Having worked as owners themselves, they fully understand the owner's perspective. Decades of experience handling complex projects position DMA to deliver optimal results for clients. The company's culture of high performance and collegiality attracts employees of exceptional talent.

### **Leadership and Communication**

DMA's proven leadership and communication skills add value at every stage of a project, fostering government and community support, facilitating rapid project progress, managing operational challenges and resolving issues with high satisfaction across all parties.

### **Design Sensitivity and Sustainability**

DMA executives have architecture degrees and experience that elevate the quality of project design and optimize operational efficiency. They understand the importance of sustainable development and its impact on operations and can advise clients on how to incorporate strategies with positive environmental and economic impact.

### **Collaborative Industry Relationships**

A successful project requires many successful partnerships. DMA's collaborative relationships with leasing and marketing professionals, architects, designers, contractors and tenants make a measurable contribution to project results.



## services | development

- Develop detailed project concepts
- Prepare project pro formas
- Prepare feasibility studies
- Establish project programs
- Select, contract with, and oversee design teams
- Oversee government entitlement and subsidy efforts
- Manage LEED and sustainability initiatives
- Manage energy conservation planning and renewable energy installations
- Prepare and maintain project budgets
- Prepare and maintain development schedules
- Plan and implement contractor bidding and selection processes
- Coordinate project commissioning and grand openings
- Plan and supervise grand openings



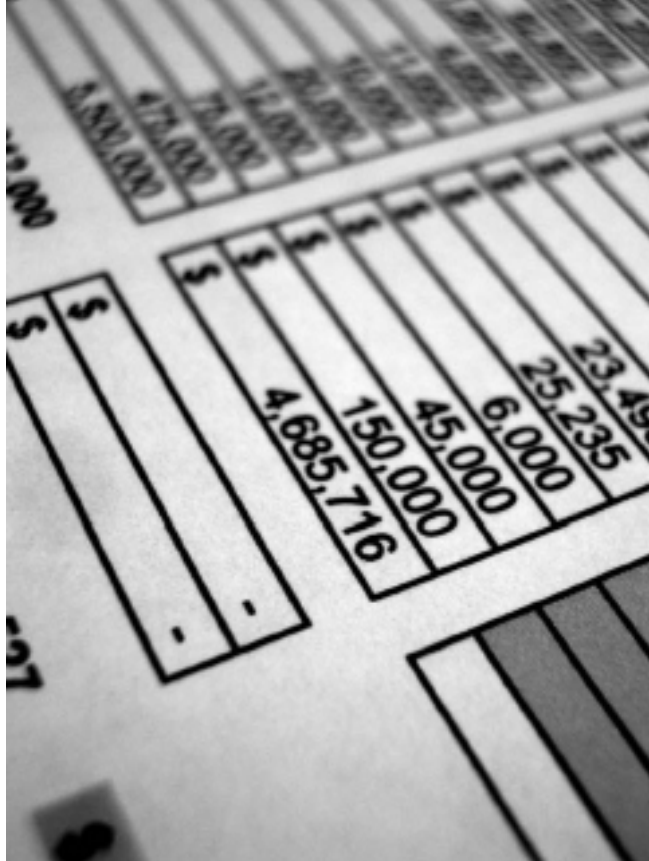
## services | project management

- Select, contract with, and manage administration for all contractors
  - Plan and phase construction with contractor
- Coordinate needed design changes and user requirements
  - Schedule and coordinate public utility requirements
    - Coordinate work with tenants and neighbors
  - Establish and monitor quality control programs
- Coordinate resolution of design, construction, and governmental issues
  - Review and resolve change orders
  - Schedule compliance supervision
- Procure and supervise furniture, fixtures, and equipment (FF&E) decisions



## services | tenant coordination

- Review tenant drawings, provide arch. and eng. guidance, and sensitively resolve design issues
- Monitor and track tenant construction
- Coordinate communication and issue resolution with all relevant parties
- Define scope of work and delivery costs for premises above shell condition
- Issue work orders to the base building contractor for leasing-related changes
- Review standard lease and relevant exhibits
- Consult with legal on tenant negotiations
- Create, publish, and maintain lease plan and project criteria
- Document tenant code and permit procedures
- Coordinate tenant permitting and inspection with municipality
- Perform tenant coordination training and develop training manuals
- Provide coordination help desk support
- Prepare detailed punch lists and process allowances to close each tenant project



## services | project accounting

- Create cash flow projections
- Prepare monthly funding, disbursement requests
- Coordinate construction loan funding process (owners, lenders, title company, project management team)
- Control commitment and compliance
- Provide ownership and lender reporting
- Track project budgets, contracts, and changes
- Track project costs, from feasibility through project grand opening and completion
- Compile cost data for cost segregation analysis
- Ensure loan compliance
- Maintain project ledger and project disbursement account





## services | building analysis | energy & cost savings

- Assemble and investigate base building systems
- Identify and review all sources, uses and metering of energy
- Assist in assembling base building information and executing preparation of a baseline energy model
- Identify all possible areas of cost savings over time
- Develop an integrated priority matrix of all possible areas of cost savings
- Discuss all alternatives with ownership and management teams
- Create an action plan using a baseline model, a priority matrix, and building management information
- Assist in preparation of documents to implement cost saving actions
- Oversee and manage the process of implementing cost saving items
- Review compliance and oversee punchlists, final testing and conformance



MGM Solar | Los Angeles, California



**dma** | current work

Clients have entrusted Development Management Associates, LLC (DMA) with significant roles on the following projects.

## casino | entertainment

**Rivers Casino**, Des Plaines, IL: Comprehensive development management and project accounting services for the newest casino project in Illinois. The Nation's first LEED Gold certified casino for all elements of the 21-acre site and structure. Includes 1,300 gaming positions, eight restaurant and lounge venues, and a five-level structured parking deck immediately adjacent to the casino. Project opened in July 2011.

**Sugarhouse Casino**, Philadelphia, PA: Development management services for phased waterfront casino project with 1,700 slot machines and three food and beverage venues. Includes two hotels on a prominent site along the Delaware River. Opened in September 2010.

**Rivers Casino**, Pittsburgh, PA: Development management services and project accounting for waterfront casino project on Pittsburgh's north shore. Includes 100,000 square feet of gaming space, four restaurants, four lounges, and a 10-story, 3,800-space parking structure. Completed in August 2009.

**Riverwalk Casino and Hotel**, Vicksburg, MS: Development management and project accounting for \$100 million, mixed-use waterfront complex situated on a 22-acre site on the banks of the Mississippi River. Includes two restaurants, 80 hotel rooms and suites, and 800 gaming positions. Completed in October 2008.

## retail | restaurant

**Arbor Hills Crossing**, Ann Arbor, MI: Development management and tenant coordination for a new mixed-use center in the Ann Arbor market. Includes 80,000 sf of retail space and 10,000 sf of second-story, Class A professional space.

**Ignite Glass Studios**, Chicago, IL: Development management for a world-class glass art studio, educational center, and event venue. Includes 15,000 sf space with a design by Epstein and construction services by Graycor Construction. Project opened in October 2012.

**Chico Mall**, Chico, CA: Development management services (design, construction, and project accounting) for a 500,000 square foot mall renovation. Includes feasibility study of potential expansion. Renovation completed in November 2012.

**The Shops of Saddle Creek**, Germantown, TN: Development management and consulting on the redevelopment of an existing retail facility into a mixed-use project. Includes potential retail, office, and hotel uses. Feasibility study projected for completion in Spring 2012.

**Golden Square**, Sao Paulo, Brazil: New construction development consulting for a 300,000 square foot retail mall. Currently under construction. Projected for completion in November 2012.

**LK Bennett**, Chicago, IL: Project management and tenant coordination for 1,765 square feet store location which is the brand's first stand alone store in the U.S. Completed in May 2011

**900 North Michigan Enhancements**, Chicago, IL: Project management of signage, exterior and interior improvements to enhance street presence and wayfinding for the retail component of the structure. Projected for completion in 2011.

**Wheelhouse**, Pittsburgh, PA: Project management services for sophisticated, fully wired sports bar within new Rivers Casino project. Opened in winter 2010.

**Barneys New York**, Chicago, IL: Development management services for the build-to-suit shell and core of Barneys New York's Chicago flagship store. Spans 100,000 square feet and includes Fred's restaurant on the sixth floor. Designed and built to achieve LEED-CS status. Completed in summer 2008.

**Linden Square**, Wellesley, MA: Tenant coordination for the renovation of 200,000 square feet of retail. Completed in 2008.

## dma | property

**Roosevelt Collection**, Chicago, IL: Construction consulting, retail consulting, tenant coordination, and property management for an urban mixed-use development. Includes a 16-screen, state-of-the-art cinema, an open air plaza extending two city blocks, 350 apartments, a 1,500-car parking garage, and 310,000 square feet of retail space. Opened residential, cinema and plaza components in December 2009. Served as general manager--maintaining cost-effective operations and positive reputation in a challenging economic climate--through the property's sale to new ownership in May 2011.

**Shoppes at Grand Prairie**, Peoria, IL: Property management and tenant coordination for a regional, open-air shopping destination with over 1.2 million square feet of retail space. Includes more than 70 specialty stores and restaurants.

**Shoppes at College Hills**, Normal-Bloomington, IL: Property management and tenant coordination for an inviting, outdoor retail destination with a broad range of retailers and restaurants. Includes more than 25 specialty stores.

## mixed use

**Assembly Row, Somerville, MA:** Tenant coordination and retail development consulting for a ground-up, multi-phase, mixed use development spanning 45 acres along the Mystic river just outside Boston. Planned to include 1.75 million square feet of build-to-suit office and lab space, up to 2,100 residential units, and a mix of outlet shopping, entertainment, and dining options exceeding 500,000 sf of gross leasable area.

**Pike & Rose, Rockville, MD:** Tenant coordination and retail development consulting for a multi-phase redevelopment of an existing power center. The project includes a 19-story residential tower, 160,000 sf of gross leasable area for retail and entertainment use, and four stories of office space above retail in phase one.

**Century City Center, Los Angeles, CA:** Development management services for a new 37-story office tower. The project is designed to achieve a LEED Platinum rating for its core and shell. After certification, Century City Center is positioned to be the first LEED Platinum high-rise office building in Los Angeles and sixth in the world.

**The Residences at 900, Chicago, IL:** Development, project management and project accounting services for \$75 million adaptive reuse of 160,000 square feet of office space, transformed into 47 high-end condominiums on Michigan Avenue. Includes an intensive green roof with 14,000 square feet of regional plantings. Completed in 2008.

**Rockville Town Square, Rockville, MD:** On site tenant coordination and project management for final phase of \$352 million, mixed-use urban project. Combines new town square with retail, restaurants, library, arts center and 600 residential units. Completed in 2008.

## energy | green building

**Rivers Casino LEED Certification, Des Plaines, IL:** Management of project progress toward LEED certification under the new LEED v.3 system. Currently registered with GBCI and pursuing the goal of base-level certification for all site and structural elements at a negligible cost premium. Project opened in July 2011 currently awaiting LEED Certification.

**900 North Michigan Green Roof East, Chicago, IL:** Project management of a 15,000-square-foot green roof topping nine stories on the building's east side. Includes a 700-square-foot terrace and a variety of irrigated sedums, grasses, trees, and flowering perennials. Proceeding in conjunction with lower-level structural retrofits and a 9th-floor office re-configuration. Opened in October 2010.

**Hotel Energy Reduction Consulting, Chicago, IL:** Leadership in strategically reducing energy consumption for the Four Seasons and Ritz Carlton hotels based on the ownership's carbon emissions targets. Ongoing.

**Century Park West Solar Installation, Los Angeles, CA:** Project management of 495 kW AC-CEC rated photovoltaic installation on the upper level of a parking structure. Includes 2,200 Sharp PV panels over approximately an acre of parking deck. Completed in February 2010.

**MGM Tower Solar Installation, Los Angeles, CA:** Project management of 431 kW AC-CEC rated photovoltaic installation on the upper level of a parking structure—the third largest PV system in the city at the time of installation. Includes over 1,400 Schott PV panels. Completed in December 2009.

## portfolio services

**Federal Realty Investment Trust, Midwest portfolio of properties:** Tenant coordination and construction oversight for retail properties in Illinois and Michigan totaling nearly one million square feet. Ongoing.

**ServiceStar Retail Tenant Coordination, Greenwood Village, CO:** Tenant coordination consulting to ServiceStar's retail group to assist in determining best practices and offer training and advice in broad aspects of tenant coordination procedures and systems. Ongoing.

**McCaffrey Interests Tenant Coordination, Suburban Washington, DC portfolio of properties:** Tenant coordination services for over 400,000 square feet of retail open air centers. Ongoing.

**GEM/Budget Self Storage Facilities, Various locations in North Carolina and Ontario, Canada:** Owner's representation on a portfolio of joint venture storage facility projects. Completed in summer 2009.



Rush Walton Collection



Rush Walton Collection



MGM Tower



Sun America Building



City Place



**dma** | portfolio



## rivers casino | casino / entertainment

Development Management | Accounting

Location: Des Plaines, Illinois

Owner: Private Owner

Architect: Klai Juba

Contractor: Pepper Construction

Open: July 2011

- LEED Gold certified
- 147,000 square foot casino including 26,000 square feet of food and beverage uses
- 20-acre site which required tenant relocations and vacations
- 1,560 structured parking spaces and 860 desirable surface parking spaces
- Iconographic light towers and LED screens address the adjacent interstate highway





## **sugarhouse casino** | casino / entertainment

### Development Management

Location: Philadelphia, Pennsylvania

Owner: HSP Gaming, LP  
Architect: Cope Linder & Floss Barber, Inc  
Contractor: Keating

Open: September 2010

- 108,000 square foot facility, 1,600 slot machines, and 40 gaming tables
- Visitors now have access to the river and a landscaped riverwalk
- dma oversaw project design, construction, and accounting
- The interior blends luxury and urban elements, with rich metal hues, and distinctive industrial art



## rivers casino | casino / entertainment

Development Management | Accounting

Location: Pittsburgh, Pennsylvania

Owner: Private Owner

Architect: Bergman, Walls & Associates, Ltd and Strada

Contractor: Keating

Open: 2009

- 400,000 square foot 3,000 slot waterfront casino project
- Adjacent to the Heinz Field football stadium on Pittsburgh's North Shore
- 100,000 square feet of gaming space, two themed restaurants and several casual dining venues and a 3,800 space parking structure
- dma played a significant role in performing due diligence for the project, which was 30% complete prior to stalling, in just 6 weeks



## wheelhouse | entertainment

### Project Management

Location: Pittsburgh, Pennsylvania  
Owner: Private Owner  
Architect: Bergman, Walls & Associates, Ltd  
Interior Design: Floss Barber  
Contractor: Keating

Open: 2009

- 10,000 square foot restaurant
- Adjacent to the Heinz Field football stadium on Pittsburgh's North Shore
- Over 40 video screens - including the 12' diagonal, retractable wide screen/multi-control panel
- Restaurant venue build out was accelerated using savings recovered from the larger casino project



## riverwalk casino and hotel | casino / entertainment

Development Consulting | Accounting

Location: Vicksburgh, Mississippi

Owner: Magnolia Hill, LLC

Architect: Foil Wyatt

Contractor: Benchmark

Open: November 2008

- Project includes 80 room hotel, 800 gaming positions, 2 restaurants, and a multi-function room
- The complex incorporates a river walk that takes full advantage of a beautifully wooded site on the banks of the Mississippi River



## 900 north michigan | mixed use

Development Management / Tenant Coordination

Location: Chicago, Illinois

Owner: JMB Realty

Architect: Kohn Pederson Fox, Perkins + Will

Contractor: J A Jones, Walsh Construction, Turner SPD, DeWindt

Open: 1988

- 250,000 sf small shop GLA, Bloomingdales, 350,000 sf office, 340 key, Four Seasons Hotel, 150 luxury condominiums, and 1400 car parking structure
- Effective strategy to deal with City, Tenants, and Complex logistics on one of Chicago's tallest skyscrapers
- Phased opening over two years
- Current work includes project management of an assortment of signage, exterior and interior improvements to enhance street presence and wayfinding for the retail component of the iconic Gold Coast structure - project completion in 2011.

*Initial phase of project completed by dma personnel while at previous company.*



## assembly row | mixed-use

Development Consulting | Tenant Coordination

Location: Somerville, MA

Owner: Federal Realty Investment Trust

Architect: Elkus Manfredi Architects | Spagnolo Gisness & Associates |

Open: Phase 1 is Scheduled for Spring 2014

- 50-acre mixed-use, multi-phased development
- Project will host 1.75 million sf of build-to-suite office space, up to 2,100 residential units and a mix of outlet shopping, entertainment, and dining venues



## barneys new york | downtown retail

Development Management | Accounting

Location: Chicago, Illinois

Owner: M Development

Architect: Gensler

Contractor: W. E. O'Neil

Open: Spring 2009

- New Flagship Location of Barneys New York
- 100,000 sf of retail including luxury department store, 5,000 small shop and roof level restaurant
- Participant in City of Chicago Green Permit Program
- Certified with Silver Rating under LEED Core and Shell



## Michael S Levin Principal

Mike Levin's leadership experience in real estate development spans more than 35 years and includes the successful completion of dozens of high-profile, large-scale projects: regional malls, life-style centers, casinos, hotels, high-rise office buildings, and more. As an owner and on behalf of client owners, Mike has been responsible for more than \$4 billion of development. His superior ability to work effectively with government and community groups ensures smooth project progress and well-received end results.

Mike founded Development Management Associates, LLC (DMA) in 2007 with Charles Porter and Martha Spatz. With his co-founders, Mike takes an active interest in every project. He directs overall business strategy, oversees key management decisions, and is responsible for building and sustaining numerous client relationships.

Mike led the development and 2010 opening of SugarHouse Casino in Philadelphia, Pennsylvania—a \$200 million waterfront project that transformed a former industrial site along the Delaware River, bringing dining, entertainment, and a landscaped river walk to an area that once housed the Jack Frost sugar refinery. More recently, Mike has been involved in overseeing the development of Arbor Hills Crossing, an 80,000-square-foot mixed-use center in Ann Arbor, Michigan; leading the renovation of Chico Mall in Chico, California; and consulting on a new shopping center in Sao Paulo, Brazil.

Before founding DMA, Mike led the development division at Urban Retail Properties, where he also oversaw tenant coordination services. He previously served as vice president of the planning department at Barton Aschman Associates. Mike's notable past work includes leadership roles in the following projects:

### Recent Work

- Riverwalk Casino & Hotel, Vicksburg, MS: Mike directed the development of the hotel that offers 800 gaming positions, and hotel that sits along the banks of the Mississippi River. It includes an outdoor sculpture exhibit along the river.
- Hotels: Due diligence for a major real estate investment firm for several hotel projects including those in Boston, California, and Hawaii.
- Arbor Hills, Ann Arbor, MI: approximately 100,000 square foot boutique retail shopping experience on 7.5 acres. The project site work included 310 parking spaces, a rain garden, unique coreten architectural coreten steel elements, and four separate unique buildings. Each building houses high end retailers including Anthropology, Arhaus, Lululemon, the NorthFace, and Sur La Table along with two restaurants.

THE MAGNIFICENT MILE ASSOCIATION  
MICHIGAN AVENUE DISTRICT | CHICAGO



### DMA PROJECTS

- CASINO/ENTERTAINMENT
  - Riverwalk Casino & Hotel, Vicksburg, MS
  - Sugarhouse Casino, Pittsburgh, PA
- RETAIL
  - Chico Mall, Chico, CA
  - Arbor Hills, Ann Arbor, MI
  - The Shops of Saddle Creek, Germantown, TN
  - Golden Square, Sao Paulo, Brazil

### Affiliations & Awards

- International Council of Shopping Centers (ICSC)
- The Greater North Michigan Avenue Association

### Notable Past Projects\*

Before founding DMA, Charles held leadership roles as executive vice president, development manager, and director of construction at Urban Retail Properties. Notable past projects in which Mike played a primary role includes:

- Branson Landing, Branson, MO: New development of a \$100 million, 500,000-square-foot lifestyle center (water-front retail and entertainment)
- Houston Galleria, Houston, TX: \$150 million expansion and renovation of a super-regional, mixed-use center
- MGM Tower, Los Angeles, CA: New development of \$300 million, 35-story office building totaling 710,000 square feet
- Sun America Building, Los Angeles, CA: New development of \$75 million, 34-story office building
- Oakbrook Center, Oakbrook, IL: \$100 million expansion including adding Nordstrom
- Galleria at Roseville, Sacramento, CA: New development of \$100 million, 1.1 million-square-foot hybrid mall (exterior retail and entertainment)
- The Streets at Southpoint, Durham, NC: New development of \$130 million regional shopping center with 1.3 million square feet of space.

### Education & Certifications

- Master's degree in city planning – University of Pennsylvania
- Bachelor's degree in architecture – University of California - Berkley

### Additional Experience

- Urban Retail Properties – director of development and tenant coordination services
- Barton Aschman Associates – vice president of planning

\*Projects completed while at previous companies





**Charles C Porter**  
Principal

With more than 30 years of leadership experience in real estate development and construction, Charles Porter has managed new development, expansion, redevelopment, and mixed-use projects in premier locations across the United States. Charles brings an in-depth knowledge of design, construction, and scheduling processes to every project. He creates productive partnerships with everyone involved to deliver optimal results.

Charles founded DMA in 2007 with Mike Levin and Martha Spatz. With his co-founders, Charles guides business strategy, oversees key management decisions, and cultivates client relationships. He regularly shares his expertise in real estate development with students in college-level and continuing education courses.

Charles leads national and international feasibility work for the company.

**Recent Work**

- Sugarhouse Casino Expansion, Philadelphia, PA: A \$120 million expansion of the highly successful sugarhouse casino with the addition of 4 food and beverage venues additional gaming area and a new poker room, a 1,500 cars structured parking deck, and significant related site development all while keeping the existing facility in operation.
- Ignite Glass Studio, Chicago, IL: DMA transformed an existing industrial building into a unique multi-purpose venue that spans 15,000 SF. This state-of-the-art working glass studio includes an integrated 5,700-square-foot event area, a rooftop deck, and a festive garden.
- Charles directed the development and 2011 opening of the Rivers Casino in Chicago. The first casino in the world to earn LEED Gold certification. The development includes 1,200 gaming positions and an adjacent, 5-level structured parking deck.
- Barneys New York, Chicago, IL: Development management for the build-to-suit shell and core of the high-end retailer's flagship Chicago store
- Rivers Casino, Pittsburgh, PA: Development management for a waterfront casino project with 100,000 square feet of gaming space and a 10-story, 3,800-car structured parking garage

**DMA PROJECTS**

- CASINO/ENTERTAINMENT
  - Rivers Casino, Des Plaines, IL
  - Rivers Casino, Pittsburgh, PA
- ENERGY/GREEN BUILDINGS
  - Constellation Place Solar, Los Angeles, CA
- OFFICE
  - Century City Center, Los Angeles, CA
- RETAIL
  - Barneys New York, Chicago, IL
- MULTI-FAMILY
  - The Residences at 900, Chicago, IL

**Affiliations & Awards**

- University at the Wharton School - lecturer,
- CenterBuild Conference
- Chicago Architecture Foundation
- Council on Tall Buildings and Urban Habitat (CTBUH)
- The Urban Land Institute

**Notable Past Projects\***

Before founding DMA, Charles held leadership roles as executive vice president, development manager, and director of construction at Urban Retail Properties. He also worked in project management with Turner Construction Company. Notable past projects in which Charles played a primary role include:

- 900 N. Michigan Ave., Chicago, IL: New development of a \$750 million, 66-story multi-use complex (luxury retail, office, residential, hotel) with more than 2.6 million square feet of space
- Branson Landing, Branson, MO: New development of a \$100 million, 500,000-square-foot lifestyle center (water-front retail and entertainment)
- Houston Galleria, Houston, TX: \$150 million expansion and renovation of a super-regional, mixed-use center
- Tabor Center, Denver, CO: \$35 million redevelopment of an urban vertical shopping center
- Old Orchard Shopping Center, Skokie, IL: \$350 million – Three Phase expansion and renovation of an outdoor Upscale shopping center featuring five anchors and totaling 1.8 million square feet
- Constellation Park, Century City Los Angeles, CA: pre-development of two 47-story condominium towers on a five-acre park with four levels of underground parking

- MIXED USE
  - Branson Landing, Branson, MO
  - Houston Galleria, Houston, TX
  - 900 North Michigan, Chicago, IL
- OFFICE
  - City Place, Hartford, CT
- RETAIL
  - Old Orchard Shopping Center, Skokie, IL
  - Tabor Center, Denver, CO

**Education & Certifications**

Bachelor's degree in architecture - Illinois Institute of Technology

**Additional Experience**

- Urban Retail Properties - executive vice president, development manager,
- director of construction
- Turner Construction Company - project manager

\*Projects completed while at previous companies



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