

A development services company  
**managing risk + delivering results**  
for real estate owners and developers.

# milestone



We are a development services company with experienced, trusted leadership and a passion for delivering exceptional results. Quite simply, our mission is to make great projects happen for our clients, simplify their lives, and help them achieve their real estate development goals.

## if any of these sound familiar...

- ◆ Our organization has real estate needs but we don't have internal resources to meet them.
- ◆ We've been working with a broker, but we need more expertise in areas of development, finance, construction, or risk management. Where do we turn?
- ◆ We hired an architect to design the project of our dreams, but now we realize that we need more comprehensive expertise if we're ever going to get it built.
- ◆ Making decisions in our organization involves multiple layers of stakeholders, and we don't have the staff or the expertise to effectively manage that decision making process or implement the plans that we adopt.
- ◆ We have property that no longer suits our needs but could be redeveloped, sold, or leased. What is the best strategy?
- ◆ How do we tap value in surplus land without selling it or taking on more debt?
- ◆ How do we evaluate and underwrite risk associated with developing our property?
- ◆ How can we avoid costly mistakes? How do we know whether we are being truly cost-effective and efficient when our market knowledge is limited?
- ◆ We need someone we can really trust to represent and defend our interests.
- ◆ How do we know whether to bid a project or negotiate a contract and fee arrangement with a building contractor?
- ◆ How much should we be paying the consultants and design experts? How do we know we have the right consultants on board?

...then milestone can help.

## the milestone advantage

### We bring a holistic management approach.

Development is a complex process involving multiple disciplines, stakeholders, and regulatory hurdles. At milestone, we realize that managing design, construction, and budget perfectly won't be enough if you don't acquire the land properly, secure the necessary entitlements and negotiate appropriate financing.

### We deliver results and align our compensation accordingly.

We understand that if you're not successful, we can't be either. With your guidance, we identify key project milestones and manage to those milestones. Our compensation is linked to achieving your objectives.

### We are passionate advocates for our clients and their projects.

When we accept the challenge of your project, it's because we believe in it. We're committed, responsible, and accountable every day until the job is done.

### We are independent.

We aren't owned by any design, development, or construction entity. This allows us to avoid potential conflicts of interest and focus solely on representing our clients' best interests.

### We offer administrative services and support.

Facilitating group decision making and communicating with stakeholders is important and often more time consuming than project management.

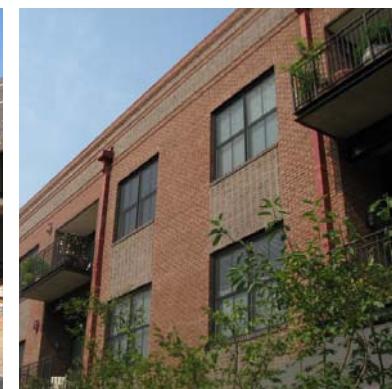
### We are focused.

Our small firm size and focused approach allows us to deliver exceptional results, one project at a time.

### We have experience.

The firm's principals have been managing real estate development in Central Virginia for more than 25 years across a wide range of project types and sizes. We know what it's like to be "at risk", and we'll bring that sense of ownership and accountability for results to your project.

**We simplify your life so you can focus on the big picture.**



## milestone management principles

We generally use a milestone-based approach to management and compensation. We get paid for sound judgment, performance and risk. We do not typically bill by the hour, but for selected consulting work where the scope is not well defined, we can and do bill by the hour. Most often, however, we work with our clients to clarify scope, identify key milestones based on phases, results or decision points during the development process. This is a collaborative process with the owner and other stakeholders to insure that the milestones align with financial and risk management priorities and provide a clear and comprehensive road map for project success.

We review the scope of work between milestones and develop a schedule of values for our services during each milestone period. The guaranteed fee accounts for all activities anticipated during each phase. If the scope

changes, we notify our clients in advance and review options for controlling cost.

On projects with entitlement or other significant risks at the front end, we can develop a fee structure that accounts for the risk and is weighted toward the back end of the project. This helps owners to minimize cost and risk during the early phases of the project. When appropriate, we may even defer a portion of our fee in exchange for equity or a share of revenue at the back end of the project.

We do not layer additional, undisclosed fees or collect transaction-related commissions from third parties without the express consent of our clients. This helps us avoid potential conflicts of interest and maintain complete transparency in our process. Our fees are variable depending on the scope of work we're hired to perform but are usually offset by the savings and value we create.

## Our **core values + principles** are the foundation of our company:

- ◆ *Honesty, Integrity, Respect, Professionalism, and Perseverance* are personal qualities we expect of ourselves.
- ◆ We embrace high standards of *Service, Stewardship, Teamwork, and Commitment* to our Clients both personally and corporately.
- ◆ As corporate citizens we are committed to *socially and environmentally responsible development* and *to giving back to our community* and its civic and charitable organizations.

