



# MACKENZIE

MANAGEMENT COMPANY, LLC

*We know local matters.*





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# MACKENZIE MANAGEMENT

CURRENT MANAGED PROPERTIES



**MACKENZIE OFFICE**



# MACKENZIE MANAGEMENT COMPANY, LLC

MacKenzie Management Company, LLC, a division of The MacKenzie Companies, is a full-service property and asset management provider specializing in the management of office, medical, retail, industrial, mixed-use, and multi-family properties. Drawing on 50 years of experience, our organization currently manages more than 244 projects, comprising 9 million square feet of space throughout the Baltimore Metropolitan area.

As owners ourselves, we understand the important role proficient management plays in an investment property. We apply this perspective to every commercial property we manage, integrating planned physical maintenance and improvements, detailed financial analysis and budgeting, and proven tenant retention strategies to maximize investment returns. This proven and proactive “turnkey” approach goes beyond typical property management, giving owners the support they need to concentrate on high level decision making while insulating them from day-to-day property functions.

**244+**  
PROJECTS

**9.0M+**  
SQUARE FEET

**1,400+**  
TENANTS

**45+**  
MGMT. STAFF

**60+**  
BLDG. ENGINEERS

# SERVICES

Strategic planning to optimize long-term real estate value provided by a multi-disciplined strategic planning team

Creation of annual budget, including cash flow projections and capital expenditures schedule

Preparation and presentation of monthly financial reports

Payment of all vendor invoices

Scheduled monthly meetings with owners

Ongoing, clear communication with owners, tenants, and third-party vendors

On-site physical property management

Abstraction and administration of tenant leases, including monthly rental billing and collections

Staffing and supervision of building and maintenance personnel

Monitoring and evaluation of building systems to ensure efficiency

Negotiation of contracts with third-party vendors

Local bookkeeping and accounting services with property-specific accounting personnel available for in-person meetings

Advisory services for regulatory and government issues

Construction management for major capital repairs

24 hour/365 days per yr. on-call emergency service and response



# CUSTOMIZED APPROACH

*“For every project we manage, we appoint a full-service team made up of property managers, building engineers, accounting staff, and lease administrators.”*

MacKenzie's Management Team applies a proactive approach to every property management strategy, beginning with a diagnostic interview, then matching each client with a multi-disciplined team of professionals offering diverse expertise in the fields of accounting, financing, property management, building maintenance services, construction, leasing and sales, and LEED and green building consulting.

With your direction and response, MacKenzie's team will develop a comprehensive analysis including budget and financial assessment, evaluation of building systems and procedures, maintenance requirements and improvement estimates, and energy-efficient recommendations, to identify opportunities to increase cash flow and maximize investment return. MacKenzie's asset management strategies, supported by our dynamic corporate structure and the vast capabilities of The MacKenzie Companies, results in customized, full-service plans tailored to your portfolio's unique needs and range from all-inclusive asset management to versatile à la carte services that complement existing divisions.

# MACKENZIE MANAGEMENT TEAM



**BRENDAN GILL**  
PRESIDENT



**SUE FORTMAN**  
CHIEF FINANCIAL OFFICER



**JOYCE FRANK**  
EXECUTIVE VICE PRESIDENT



**HEATHER ANUSZEWSKI**  
VICE PRESIDENT, BILLING



**MIKE COLUMBUS**  
VICE PRESIDENT

**JAMES ANUSZEWSKI**  
PORTFOLIO CONTROLLER

**ANDY AUSTIN**  
PORTFOLIO CONTROLLER

**MARIE GERWIG**  
VP, PROPERTY MANAGER

**KEVIN KIMMEL**  
VP, PROPERTY MANAGER

**NATALIE KELLY**  
SR. BILLING ADMINISTRATOR

CUSTOMER  
SERVICE DESK

**KIM JOHNSON**  
SR. STAFF ACCOUNTANT

**CHELSEA KARLE**  
SR. STAFF ACCOUNTANT

**JULIO PURCELL**  
SR. PROPERTY MANAGER

**ANDREW INGALLS**  
SR. PROPERTY MANAGER

**YULANDA LEE**  
BILLING ADMINISTRATOR

60 BUILDING  
ENGINEERS

**RAY SITES**  
STAFF ACCOUNTANT

**HEATHER EYLER**  
STAFF ACCOUNTANT

**WAYNE KEEHNER**  
SR. PROPERTY MANAGER

**MARY ZIEMANN**  
PROPERTY MANAGER

**SONSEEHRAY GALLOP**  
BILLING ADMINISTRATOR

**SHANA-KAY FOYAL**  
STAFF ACCOUNTANT

**DINA BOSSI**  
STAFF ACCOUNTANT

**KATI COLES**  
SR. PROPERTY MANAGER

**JESSICA ESCOBAR**  
PROPERTY MANAGER

**JEANNE KOPCZYNSKI**  
BILLING ADMINISTRATOR

**JEFF TURKEN**  
SR. PROPERTY MANAGER

**TOM GENTRY**  
PROPERTY MANAGER

**DONNA KELLER**  
BILLING ADMINISTRATOR

**SAMANTHA HAMSHER**  
PROPERTY MANAGER

**JILL WHITTY**  
PROPERTY MANAGER

**JOAN DAVIS**  
BILLING ADMINISTRATOR

**BETH ADAMS**  
BILLING ADMINISTRATOR

**MORGAN GISH**  
BILLING ADMINISTRATOR

**TAVON WINBORNE**  
BILLING ADMINISTRATOR

The key to successful ownership and management of properties is great relationships. The significant cost of losing a tenant can have a dramatic impact on our bottom line. Accordingly, our tenant's happiness, health, and satisfaction are our top priorities.

We ensure tenants receive superior customer service, respect, courtesy, and the utmost professionalism. MacKenzie Management cultivates strong, lasting relationships by providing an excellent work environment, prompt response to tenant concerns, and reliable follow-up. We treat every tenant interaction as an opportunity to provide exceptional service, building trust and confidence.

This proven, client-focused strategy nurtures positive tenant relationships, results in higher tenant retention rates, and ultimately creates better returns for investors.

# CLIENT-FOCUSED TENANT RETENTION STRATEGIES



## Tenant Retention Programs

- » Personal visits by the property manager
- » Weekly site visits to each project
- » Live customer service 24 hours a day, 7 days a week, 365 days a year
- » Timely response to tenant inquiries and requests
- » Dedicated billing staff able to walk tenants through inquiries
- » Comprehensive welcome/move-in package
- » Customer satisfaction surveys
- » Tenant appreciation events
- » Secure web-based resources including:
  - » Work order reporting and monitoring
  - » Ability to pay rent online
  - » Online publishing of leases, amendments, and other documents
  - » Communication with Asset Management Team



Controlled operating costs and meticulous supervision of improvement and maintenance expenses are key to a portfolio's success. Our associates work diligently to reduce operating overhead and expenditures by competitively bidding out service contracts and repair work, ensuring we receive preferential pricing from our vendors, performing weekly property inspections, addressing maintenance issues before they become problems, and prioritizing deferred maintenance items.

#### MacKenzie Best Practices:

- » Attain three bids for every maintenance contract
- » On-site supervision of maintenance personnel including work quality and completion
- » Obtain contracted rates of labor for plumbing, electrical, carpentry, and HVAC/mechanical work
- » Weekly inspections of buildings and grounds
- » 24-hour on-call emergency service and response
- » Cultivate strong relationships with vendors that ensure around-the-clock service at reasonable prices

## SUPERVISION OF OPERATING AND MAINTENANCE COSTS



#### On-Site Physical Management

For full-service third-party management, MacKenzie can provide an on-site property manager and/or a maintenance engineer to immediately address or circumvent maintenance concerns, oversee day-to-day installations, and supervise vendors to ensure your property always looks and performs at its best. This proactive measure promotes a friendly work environment, supports tenant retention, and helps to identify issues before they become problems.

- » Routine maintenance inspections and site visits
- » Supervision of building maintenance staff
- » Contracting with and oversight of third-party service providers
- » Bidding, awarding, and monitoring repair and improvement work
- » Analysis of building operating systems
- » Development and implementation of best practices



# STATE-OF-THE-ART LEASE MANAGEMENT

MacKenzie Management utilizes a cloud-based reporting system that allows property managers to assess the up-to-the-minute status of a property's operations. Our dynamic system allows complex analysis, giving property managers, leasing associates, asset managers, and owners the tools needed to make decisions on any given property.

### Leasing Agents:

- » Generate rental and accounts receivable reports
- » Determine optimal rental rates
- » Devise special promotions to attract new prospects



### Services to Empower Asset Management Team:

- » Track historical maintenance concerns
- » Assess occupancy rates
- » Manage budgets
- » Evaluate capital expenses and delinquencies
- » Make critical management decisions quickly

Acting as a single source of accountability for the entire process, or tailoring an owner-defined scope of services to meet your individual needs, our meticulous accounting and asset management teams can provide a vast array of financial services including:

**Lease Administration:**

- » Monthly rental billings and annual pass-through reconciliations
- » Rent collections, rent court filings, and evictions
- » Preparation and presentation of monthly financial reports
- » Creation of annual operating budgets
- » Preparation of year-end work papers for clients' tax accountants
- » 1099 record keeping and reporting
- » Property tax appeals
- » Refinancing support, including estoppel preparation and provision of historical financial data



# FINANCIAL ASSET MGMT. ADMINISTRATION



**Reporting:**

MacKenzie's financial reporting and concise accounting summaries provide owners with an easily comprehended monthly analysis of their portfolio's performance and timely, detailed, and accurate information to project partners.

**Basic Financial Reports:**

- » Executive Summary
- » Comparative Balance Sheet (previous month and year)
- » Summary Statement of Cash Flows
- » Receivables Report
- » Rent Roll
- » Detail Statement of Cash Flows
- » General Ledger

Through interactions and memberships with organizations, our associates stay abreast of the latest developments in the property management industry. Likewise, through the use of publications, seminars, and classes, our personnel is kept up-to-date within their respective areas of expertise.

- » BOMA
- » IREM
- » Green Building Council
- » CCIM
- » NAIOP
- » Maryland Chamber of Commerce
- » CREW
- » ULI

# INDUSTRY EXPERTISE



## Open, Straightforward Communication

Open, straightforward communication is the foundation of our service. Our specialized property management teams interact daily and are aware of all activities and tenant concerns in their buildings ensuring responsiveness to new problems.

In addition, in preparation for monthly ownership meetings, MacKenzie coordinates an internal management meeting with every member of the property management team. Here, all issues related to the project including review of cash flow statements, accounts receivable, tenant and building issues, and extraordinary repair and maintenance work are addressed.

Further, MacKenzie's close and collaborative corporate structure provides a vast array of resources to draw from when addressing the strategic initiatives of our clients. Knowledge about all of the activities in our buildings and the general satisfaction of our tenants means everything to our tenant retention program.

## Providing Commercial Building Maintenance

MacKenzie Services Company, LLC was created to provide daily maintenance support for properties managed by MacKenzie Management. Since its inception, MacKenzie Services Company has expanded its range of services and in addition to routine building maintenance, offers a variety of other building-related services to third-party clientele including light carpentry, painting, plumbing, and electric maintenance.

Our qualified team of over 60 building engineers and groundskeepers are available on a contract or hourly basis.

### Services:

- » Daily rounds and monitoring of vacant properties
- » Routine maintenance and repairs
- » Emergency on-call response
- » Minor carpentry, painting, plumbing, and electrical work
- » Vacant suite preparation
- » Bulk trash hauling
- » Consulting for building related problems

### Optional Levels of Service to Fit Your Exact Needs

We offer the degree of service that you require and can staff one or more full-time employees or just schedule periodic visits. We perform preventative maintenance and regular inspections of buildings and grounds. Our team is available for emergency response as needed.

### A Team of Qualified Engineers Working For You

Our Building Engineers are part of a team. When we supply you with an employee, they are backed by a maintenance team which is available to supply coverage during times of sickness or vacation. The team is also available to lend a hand during major problems such as floods or other disasters.

### A Fully Staffed Customer Service Desk

Our Customer Service Desk is staffed by friendly, knowledgeable personnel who are able to direct all calls to the appropriate party. All service calls are immediately logged, prioritized, and dispatched, with 24/7 live response to your issues (not automated). Our maintenance dispatch lines are always answered by a person. We have a Building Engineer and a Manager on call after hours day and night. This includes all holidays.

# MACKENZIE SERVICES COMPANY, LLC

**Work Order Documentation and Resolution Tracking** All calls that are taken by our Customer Service Desk are documented and logged into our work order system. We frequently review the calls to monitor status and ensure completion.

**Ability to Assess and Determine Your Repair Needs** Our Engineers can assess a problem. If they are not able to fix the problem, they will stabilize the situation and advise you as to which contractor is needed. This can save down time and wasted expenses from calling the wrong contractor. Example: Water coming from the ceiling. Do you need a plumber, an HVAC company or a roofer? Our Engineer analyzes the problem, secures the situation to mitigate any further damage, and calls the correct contractor if needed.

**Lower Rates on Billable Services** For the simpler jobs, our billable rates are typically much less than those of outside electricians or plumbers.

**Logistical Coordination of Meetings with Inspectors and Contractors** Our Building Engineers will meet your fire, elevator or other inspectors. They will also meet and monitor any contractors that are working at your building.



# THE MACKENZIE COMPANIES

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## Full-Service Commercial Real Estate Solutions

For nearly half a century, MacKenzie has been providing commercial real estate services in the State of Maryland, and the Mid-Atlantic region. MacKenzie's expertise and trademark multi-disciplined approach allows us to create insightful strategies for each client, large and small, and implement these strategies with seamless precision. Our collaborative corporate structure and the diverse qualifications of our associates, which includes attorneys, CPAs, developers, bankers, appraisers, and marketing professionals, provides a broad array of skill sets to draw from when preparing strategic initiatives for our clients and their properties.

Founded in 1968 as a development firm, MacKenzie is comprised today of seven firms that provide clients a competitive, full-service platform of offerings in leasing, sales, investment sales, tenant and landlord advisory services, corporate and business consulting, commercial and residential development, general construction, property and asset management, debt and equity capital placement, and market research.

With more than 225 employees, MacKenzie is one of the largest, non-affiliated full service commercial real estate firms in the Mid-Atlantic. In 2018, MacKenzie completed more than 850 lease and sale transactions, totaling nearly six million square feet, and valued over \$500 million. MacKenzie is headquartered in Lutherville, Maryland and has branch offices in Baltimore City (Downtown), Columbia, Annapolis, and Bel Air, Maryland.

## Local Matters

MacKenzie has been a Maryland-based real estate firm for 50 years. Our brokers, associates, and employees live in Maryland's communities, and play an active role in the region making us intimately familiar with the market area. Our indigenous full-service experience in Maryland's distinct submarkets, coupled with our state-of-the-art research tools, provides our clients customized strategies, identifying key opportunities that in turn provides them with the ability to make the most informed, profitable decisions possible.

## Landlord/Owner Representation

Whether you manage a portfolio of offices locally or nationally, our Real Estate Advisors will create and implement real estate strategies tailored to your business objectives and timing needs. Leveraging in-depth local market data and the multi-disciplined background of the MacKenzie Team, our associates help our clients increase the value of their property through aggressive marketing and a competitive leasing strategy, consistently achieving maximum occupancy levels.

## Tenant/Purchaser Representation

MacKenzie's experienced Tenant and Purchaser Advisors, often enlisted at no cost to the client, utilize in-depth market data, sophisticated lease and property evaluation tools, detailed comparables, and historical landlord, tenant, and sale transactions to assist tenants and buyers in designing long-term occupancy strategies. Our experienced consultants draw on their thorough knowledge of the market, including present economic conditions, landlord vulnerabilities, and competitive products, to provide our clients with formidable negotiating power.



# BROKERAGE



## Investment Sales

MacKenzie is committed to helping investors maximize the value of their commercial real estate portfolio. Our Investment Sales team utilizes sophisticated financial modeling, Argus 14.0 cash flow modeling and comparable sale analysis to maximize values for institutional and local owners. We then tailor a customized approach to meet long-term acquisition or disposition objectives, optimizing financial results and exceeding client expectations. With experience in the purchase and disposition of retail, office, industrial, land, mixed-use properties, as well as 1031 tax deferred exchange transactions, we deliver investment opportunities for your consideration, or market properties to a targeted audience of qualified purchasers.

A long-term participant in Maryland's investment and brokerage communities, our advisors utilize comprehensive databases, established relationships with local and national investors, sophisticated marketing tools, and carefully crafted, property-specific sales campaigns, to present investment opportunities to appropriate purchasers.



# CONTRACTING

MacKenzie Contracting Company, LLC, established in 1988, is an award-winning full-service general contracting and construction management firm offering a full range of pre-construction, general contracting, ground-up construction, renovations, and project management assistance for clients in an array of industries including healthcare, defense, education, retail, business, and manufacturing.

Large enough to manage any size job, yet small enough to provide personalized attention, MacKenzie Contracting has earned a reputation for outstanding craftsmanship and service. With more than 250 years of combined experience, our skilled project managers and superintendents are a rare asset in today's market. The many awards and repeat clients MacKenzie Contracting has won serve as a testament to our quality, value, and on-time delivery.



# CAPITAL

MacKenzie Capital, LLC ("MacCap") is a real estate capital advisory firm that commercial real estate owners, developers, and investors rely on for their debt, equity, and project financing needs. Our creative, hands-on, and client-focused approach to capital advisory ensures that our clients are getting the most effective financing for their project in the current market. For decades, our team of experienced advisors has successfully arranged financing for small and large projects of all property types throughout the country.

**Equity Sources:**

- > Pension Funds
- > Endowments
- > Family Offices/High Net Worth
- > Private Equity Funds
- > General Contractor Equity Placement

**Capital advisory services:**

- > Equity Placement
- > Construction/Development Financing
- > Permanent Debt Financing
- > Acquisition Financing

**Debt Sources:**

- > Banks
- > Life Companies
- > Conduit(CMBS)
- > Debt Funds
- > Mortgage REITS



MacKenzie's Development Group provides all of the services and disciplines necessary for new development, redevelopment, and mixed-use projects including feasibility, site and space analysis, financing and permanent refinancing, the procurement of permits and approvals, and construction management. Our skilled advisors, who have developed more than five million square feet of commercial space, apply creativity, experience, and forward-thinking to create high-quality, sustainable environments that meet short- and long-term space needs cost efficiently.

We specialize in flexible, client-centered development strategies that offer relocating and expanding firms' unique equity opportunities, control over leasing and operating costs, and add value to their investment. This collaborative, entrepreneurial approach provides our clients with dynamic occupancy strategies tailored to their objectives.

From site selection and zoning, site plan approval through construction management, to tenant or owner occupancy, our experience, ability to evaluate market conditions, and established relationships with state and local governments ensure that all development issues are managed and completed in a manner that meets investment and occupancy objectives.



# DEVELOPMENT



# COMMUNITIES

MacKenzie Communities is a privately-owned developer of residential communities throughout Maryland and Southern Pennsylvania. Founded in 1968, we pride ourselves on our outstanding reputation, the integrity with which we conduct ourselves, and the lasting appeal of our communities.

As a residential land developer, MacKenzie does not build houses. We guide properties through the complicated entitlement process, construct the roads, utilities and infrastructure, and sell residential building lots to homebuilders. Unlike homebuilders who develop land to fit their specific home products, MacKenzie designs communities that best coexist with the land, the seller's vision, and the community at large.

Since 1968, MacKenzie has developed over 3,000 home sites which we have delivered to the country's top homebuilders such as Ryan Homes, Toll Bros., NV Homes, Lennar, M/I Homes, and others along with strong regional and local custom builders. Home lots consist of offerings in every size and price range, from first-time starters to ultra-luxury homes and include single-family, townhomes, condominiums, and senior living retirement communities.

MacKenzie Corporate Advisory provides an array of expertise to assist large, complex business organizations, institutions, and governmental agencies with strategic planning, workforce and asset mapping, thoughtful site selection, navigation of business tax credit and incentive programs, and governmental regulatory and permitting processes. The division works with clients that span a wide range of industries with particular awareness made to all state and local economic development agencies and affiliated entities. Additional leadership and guidance is provided by this division to each MacKenzie affiliate with regards to business development initiatives, client communications, and strategic planning. This division has positioned MacKenzie as a “go-to” comprehensive business consultancy in the Baltimore, Washington, and Northern Virginia region.

## CORPORATE ADVISORY



## INVESTMENT GROUP

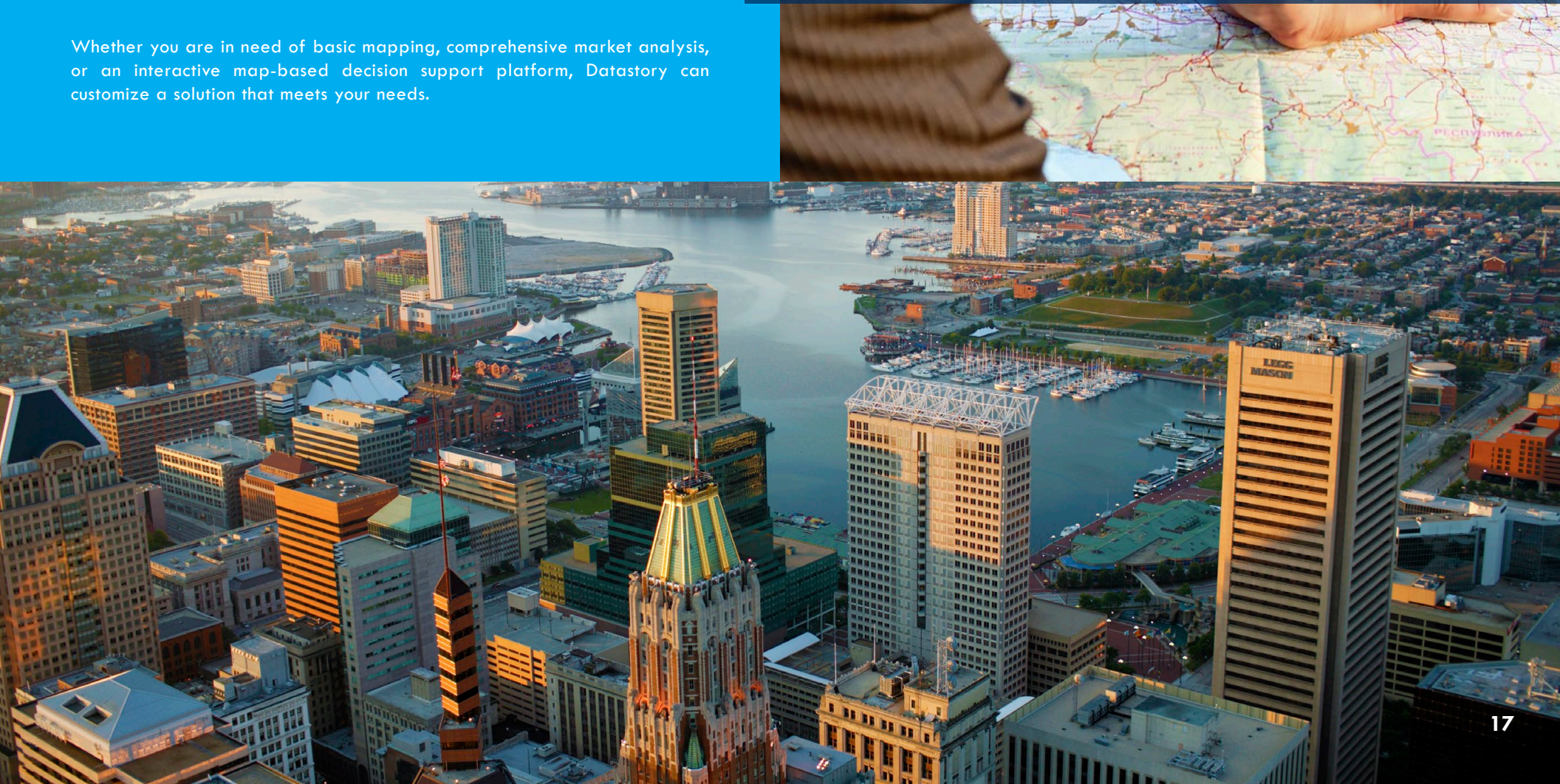
Founded in 2018 as a multi-strategy real estate developer and investment manager, MacKenzie’s Investment Group (MIG) leads the firm’s investment program through a combination of development and acquisitions of income-producing properties spanning the East Coast with a focus on strong value-add opportunities. The group acts as the day-to-day manager of all investments, investing in both its balance sheet as well as partnering with institutional capital partners and high-net worth family offices. The principals of MIG have actively participated in 215 real estate investments or developments, recently completing the \$150 million McCormick & Co., Inc. world headquarters in Hunt Valley, Maryland.

Strategic planning for a growing organization requires the acquisition, integration, synthesis, and understanding of an overwhelming amount of information. Data about the business, the competition, and marketplace all inform the strategic planning process. Making sense of all of this is, at a minimum, difficult and often seemingly overwhelming. To overcome this challenge, smart business leaders are taking advantage of a powerful new approach that unifies this large collection of data into a meaningful environment using the element of “where”. MacKenzie’s research, geographic information systems (GIS), and mapping team known as Datastory Consulting, has discovered that visualizing data on maps and applying sophisticated GIS techniques to find hidden patterns in the data can assist the success of any organization’s strategic planning process. Using maps, Datastory cures analytic blind spots to help businesses and communities discover their unique datastory. Industries served include, but are not limited to, real estate, economic development, healthcare, banks, non-profits, and retail.

Whether you are in need of basic mapping, comprehensive market analysis, or an interactive map-based decision support platform, Datastory can customize a solution that meets your needs.

# DATASTORY

The Datastory team draws on more than five decades of experience with GIS technology, and has been recognized regionally by SmartCEO Magazine for their creative vision, leadership philosophies, innovative strategizing and undeniable work ethic. They have also been recognized nationally by Esri (the world leader in GIS) for our practical and innovative application of GIS to commercial real estate.





# SAMPLE REPORT: BUDGET

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# SAMPLE REPORT: FINANCIAL STATEMENTS

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# **SAMPLE FORM: REAL ESTATE MGMT. AGREEMENT**

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# MACKENZIE

MANAGEMENT COMPANY, LLC