

Management Experience

Owners of The Columbia Group currently manage over 1500 units.

Each of the employees of The Columbia Group has grown up in a family owned property management business. Each employee has a different expertise in property management. The following types of properties highlights the diverse experience that the employees of The Columbia Group have played an active role in managing over the past eleven years:

- HUD 236 Elderly
- HUD 236 Family
- HUD 202 Elderly
- HUD 811 CMI
- HUD 221 d3 Family
- Conventional Moderate Rent
- Conventional Luxury
- Rural Housing 515 Family
- LIHTC Family
- Time Share Condominiums
- Shopping Centers
- 221 d4
- Fully Owned Condominiums

Services Provided to Conventional Properties

Employees of The Columbia Group have over 45 years cumulative of experience managing conventional multi-family housing properties. The Columbia Group is well qualified to provide owners of conventional properties with the type of services you require. Listed below are some of the services that The Columbia Group can uniquely provide to the owners of Conventional Properties.

ACCOUNTING

The Columbia Group uses the most recent version of ACCPAC accounting software. This system interfaces with the on-site accounts receivable (Micro Rent) programs to ensure complete integrity between rent collections and accounting.

LEASING/MARKETING

The marketing plan will be tailored to your asset. It will include an in depth market study, interviews with community economic development officials, recommendations on the marketing budget, advertising plans and much more.

In addition, the property staff will be trained how to lease to resident potential. Both the leasing agent/occupancy clerk and the maintenance staff will be well trained and expected to provide exceptional quality service.

TRAINED AND PROFESSIONAL STAFF

The Columbia Group consistently sets high standards for their employees. Hiring and training of employees is taken very seriously. Before hiring, a potential employee must go through drug testing, credit checks and must be able to show high moral character in addition to exhibiting the skills necessary to perform the job at hand.

Through an intense training course developed by The Columbia Group employees and owners, site employees are well trained and continually supervised. Both in house and outside training is also offered to and required of all Columbia Group employees.

MAINTENANCE

The Columbia Group realizes that one primary function in management is to ensure that the value of the property is maintained. The Columbia Group keeps accurate records on maintenance work performed on each unit. In addition, we set up a preventative maintenance schedule on each unit to ensure that each unit is maintained on a regular basis. Detailed reporting is transmitted weekly to our central office for review.

FINANCIAL PLANNING

The Columbia Group is uniquely qualified to offer the most accurate and realistic financial planning for your property. Through its' vast consulting experience, the employees of The Columbia Group can recommend the most effective financial plan. The financial plan will incorporate the owners' goals and will take into consideration market condition. This plan will include a detailed analysis of the physical needs over 20 years, and will also include a proforma, operating budget and reserve analysis.

COMMUNICATION WITH THE OWNERS

The Columbia Group will meet with the owners of the property on a regular basis to hear any concerns, review the financial management of the property and to discuss capital improvements, marketing and

maintenance. The Columbia Group will look to the owners of the property for its direction in the management of the property.

Financial reports will be supplied to the owners by the 15th of each month.

SPECIAL SERVICES

The Columbia Group employees believe that every resident has the right to safe, decent, sanitary housing. Furthermore, we believe that our job is to provide the best possible quality of life to each resident we serve while also presenting the best interests of our owners and regulatory agencies. We take the time to get to know each resident and to try to understand and meet his or her needs. We provide a strict, fair policy that gives each resident regardless of race, creed, religion, sex, handicap, familial status, or national origin the opportunity to reside within the communities we manage.

The Columbia Group, LLC

Construction and Apartment Rehabilitation Experience

The management of property renovation contracts, large or small, is a critical function of management. The Columbia Group, LLC has a construction management process designed to protect the best interests of the owner through:

- Value
- Timeliness
- Coordination
- Safety
- Risk Management
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Value is achieved through the detailed process of developing the scope of work prior to soliciting bids. The scope of work clearly defines the elements and standards of the project. Bids are taken and made comparable, not just in price, but also in materials specified. This reduces exposure to costly change orders once work is underway.

A series of pre-bid, post-bid and pre-job conferences are held to insure clear lines of communication. During the construction period detailed, professional inspections verify the proper completion of contracted work. Proper completion is achieved through the retention of funds in amounts sufficient to complete the job at any point in the process.

Timeliness is achieved through quick response to property needs, planning of work to fit into other property processes and plans, budget anticipation of work and funding and penalty and enforcement clauses in work contracting. Work is also scheduled so that it is in a logical season of the year.

Coordination requires timely site visits and work review at critical times in the contract process. Job inspections are not just done prior to a draw, but are also completed at critical points in work completion. Work is not contracted without calculating in advance how start and stop times will impact the residents, property staff and other contractors. Communication with residents and staff are designed to make them a part of the process.

Safety of work areas and safety of contractor employees is always a consideration. The Columbia Group, LLC has a detailed safety manual that dictates policy and procedures for preventing hazards and accidents.

Risk Management is achieved through not only planning work and communicating with the contractor, staff and residents, but also through strategic shifting of liability from the Owner to the various contractors, their insurers and bonding agencies. No contract is let without first securing proper evidence of coverage from the contractor that identifies both the owner and agent as indemnified parties. When appropriate, material suppliers are required to not only provide product warranties, but also conduct warranty.

Inspections.

Contract work completion is monitored on all sites regardless of the property location. All members of the property management team are qualified to inspect work underway for adherence to contract requirements. When an aspect of the contracted work is beyond the experience of the management team, a qualified architect or engineer is retained for inspections and reports.

The Columbia Group, LLC has extensive experience in development of new and rehabilitation of existing multifamily assets. Listed below are individuals within the Columbia Group organization and their associated experience.

Kenneth Moe

Prior to joining the TCG team, Kenneth was a half hat supervisor with the carpentry department at Ingalls Shipbuilding, a division of Litton Industries. He owned and managed his own apartment rehabilitation construction company from 1984 to 1988. During that time his company worked with The Pascagoula Housing Authority, SunStates Management, Bay Towers Personal Care Home Conversion and The Catholic Diocese of Biloxi. The value of that rehabilitation and hurricane repair work exceeded \$1,000,000.

Claude Bourgeois

During his career in the multifamily housing industry Claude has been involved in the following projects:

Development, Design, and Construction of the following assets:

Gabriel Manor	Section 202	24 Units
Carlow Manor	Section 202	33 Units
Hidden Oaks	221 D4	180 Units Conventional

Hurricane Repair and Renovation

Santa Maria del Mar	209 Units	\$344,000
Villa Maria	198 Units	\$124,000
Carver Village I and II	204 Units	\$1,200,000

Conversion from apartments to Personal Care Group Home

Bay Towers 75 Units \$326,000

General Renovation

Oakland Terrace Apartments 60 Units \$134,000

Bill Henley

Over the past 20 years, Bill has supervised the completion of all forms of renovation and repair contracts, including:

Brandywine Townhouses	236 non-profit 238 units	flexible subsidy contract \$200,000
Fairburn Townhouses	236 non-profit 240 units	master meter gas conversion \$225,000
Riverwood Townhouses	236 non-profit 282 units	flexible subsidy contract \$200,000
Riverwood Townhouses		heater replacements \$300,000
Kenilworth Manor	236 non-profit 287 units	flexible subsidy contract \$1,000,000
Terrace Club	Conventional 400 units	upgrade renovation \$2,160,000
Spring Valley	Conventional 85 units	fire renovation \$400,000 (note: owner netted \$90,000)

General Rehabilitation Projects on various properties:

4500 units \$15,000,000

Riverwood Townhouses has just been awarded (3) \$125,000 drug elimination grants based on a renovation and upgrade plan submitted by Bill. That work is now underway.