

## COMMERCIAL REAL ESTATE INVESTMENT & DEVELOPMENT EXECUTIVE



### Proven Track Record Of Investment and Development Both From Both A Perspective of Strategic Planning and Business Plan Execution

#### ACQUISITION · DISPOSITION · FINANCING · DEVELOPMENT · APPROVALS & PERMITTING · LEASING

Thirty years of experience in analyzing existing companies, properties, developments, and team performance as a principal and on a third party basis. Talent for finding opportunities combined with creative deal executions which have produced profitable results. Executed at every level of real estate transactions ranging from acquisition, dispositions, day-to-day operations, development, leasing, raising debt and equity capital, workouts, permitting and entitlements, and regulatory approvals:

- ✓ Provided strategy and execution to build platforms for several startup companies
- ✓ Led successful teams to balance and achieve superior investor returns as well as satisfy the needs of communities
- ✓ Led the growth of the largest single-paired mentor program for real estate for the Urban Land Institute in the United States for ULI New York: [www.newyork.uli.org](http://www.newyork.uli.org)

#### CORE VALUES

- Integrity
- Honor
- Commitment to Superior Performance
- Diversity, Equity & Inclusion
- Transparency
- Responsibility
- Community
- Wellness

#### PROFESSIONAL HIGHLIGHTS

##### \$3.5 Billion In Transactions

- Market Rate Apartment Rentals
- Mixed-Use Acquisitions & Development
- Office
- Assisted Living
- Life Science
- Industrial
- Retail

#### 3RD PARTY CONSULTING

##### 2018 - 2021 Titanium Realty Group

Worked with the CEO to build an in-house team to acquire, capitalize, create pre-development and development budgets, gain approvals, and set up corporate systems to transition from single project execution to the development of 350-apartments in three projects in the Journal Square submarket of Jersey City. Total development cost \$257 million.

##### 2015 - 2018 San Francisco Based Family Office

(1) Acted as a 3rd party development manager for the investor on the execution of the market rate conversion and renovation of a portfolio of 48 apartments in seven buildings in the Bushwick neighborhood of Brooklyn, (2) acted as 3rd party asset manager in the renovation and re-branding of a 209-unit high rise market rate apartment building in Manhattan, (3) acted as 3rd party asset manager and general contractor for 36 apartments and ground floor retail space. Total portfolio was \$220 million.

##### 2009 - 2011 Maplewood Senior Living

Worked with CEO to build an in-house team to acquire, capitalize, develop, and operate 5 assisted living communities in CT. Deal size was \$75 million with an additional commitment for 10-properties at \$180 million. Created original lease structure with upside participation by Maplewood and AVIV REIT (later acquired by OMEGA Healthcare) that was used for new developments and acquisitions.

## APPIAN REAL ESTATE DEALS

- 2018** Completed the acquisition, pre-development diligence and design development for a 9-story 116-unit rental in upper Manhattan. Total development cost was \$46 million.

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- 2012-2013** (1) Completed the acquisition and pre-development diligence and was a minority partner in a ground up 13-story 280-unit multi-family rental building in Manhattan, (2) acquired a 24-unit five-story walkup in Manhattan with a San Francisco based family office. Both properties totalled \$177 million.

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- 2005-2006** Acquired, capitalized, redeveloped, leased and sold a 1.2 million square foot office portfolio in Franklin Township and Morris Township, NJ to an institution for \$120 million.

## ADVISORY SERVICES & INVESTMENT BANKING

- 1998-2004 APC Realty Advisors and The Carlton Group**  
Private Investment Banking activity that included being hired by developers, and redevelopers to capitalize debt and equity for projects across the unites states worth over \$500 million. Created Carlton's equity group to capitalize development and redevelopment projects.

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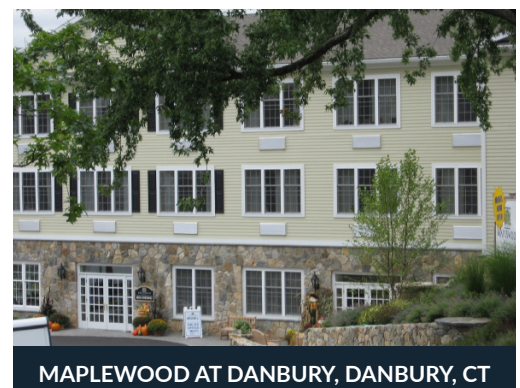
- 1992-1996 Independent Consultant/Appraiser; Worked for Deloitte & Touche and Canter Fitzgerald**  
Analyzed real estate assets, portfolios, companies and securities worth over \$2.0 billion.

## WORKED FOR ITOCHU INTERNATIONAL

- 1997-1998 Manager for the Construction & Real Estate Group for Itochu International**  
Invested equity in three communities totaling \$50 million for Newton Senior living. Additionally invested in the company level for Newton Senior Living that at its height was taken out by Atria Senior Living

## EDUCATION

Bachelor of Arts, English Literature - University of Massachusetts at Amherst, 1990.

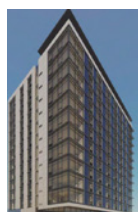


| No.                    | Transaction   | Units | \$MM Deal Size | Return on Cost | Leverage | Equity IRR (*)  | Stories |
|------------------------|---|-------|----------------|----------------|----------|-----------------|---------|
| 1                      | <b>2018 - 2021 - 3rd Party Family Office</b><br>413 Summit Avenue, Jersey City, NJ                      | 150   | 50             | 6.6%           | 65%      | 23%             | 18      |
| 2                      | 345 Baldwin Avenue, Jersey City, NJ   | 116   | 32             | 6.2%           | 65%      | 25%             | 13      |
| 3                      | 39 High Street, Jersey City, NJ   | 83    | 45             | 6.6%           | 65%      | 20%             | 6       |
| 4                      | <b>2018 - Devel Partner &amp; Appian Inv.</b><br>206-212 Wadsworth, NY, NY                              | 99    | 46.5           | 5.9%           | 65%      | 30%             | 7       |
| 5                      | <b>2015-2018- 3rd Party Family Office</b><br>377 E. 33rd Street, NY, NY                                 | 209   | 175            | 5%             | 65%      | N/A             | 23      |
|                        | 640-644 10th Avenue, NY, NY   | 36    | 24             | 5.5%           | 65%      | N/A             | 5       |
|                        | 7 Apartment buildings in Brooklyn, NY   | 48    | 21             | 6%             | 65%      | N/A             | 4       |
| 6                      | <b>2012 - Devel Partner &amp; Appian Inv.</b><br>535 West 43rd Street, NY, NY                           | 280   | 150            | 5.8%           | 65%      | 20%             | 12      |
| 7                      | <b>2012 - Family Office &amp; Appian Acq.</b><br>643-647 9th Avenue, NY, NY                             | 24    | 27             | 6.0%           | 65%      | 14%             | 5       |
| 8-12                   | <b>2010 - 2011 Maplewood &amp; Appian Inv.</b>  | 433   | 75             | 10%            | 65%      | 30%             | 4       |
| 13                     | <b>2005 - 1.1M SF Office, Appian &amp; Allegiance Inv.</b><br>Atrium Office Park, Franklin Township, NJ |       | 90             | 9%             | 65%      | 30%             | 4-5     |
| <b>Total Deal Size</b> |   |       |                |                |          | <b>\$735.5M</b> |         |

Note: - (\*) Indicates actual & projected IRR's



**1** 149 UNITS



**2** 116 UNITS



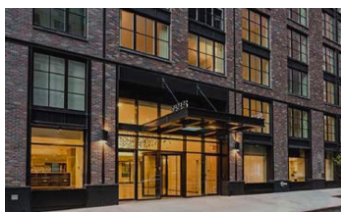
**3** 83 UNITS



**4** 99 UNITS



**5** 209 UNITS - 33RD ST



**6** 280 UNITS



**7** 24 UNITS



**8** DANBURY - 67 UNITS



**9** NEWTON - 110 UNITS



**10** ORANGE - 105 UNITS



**11** NORWALK - 84 UNITS



**12** DARIEN - 67 UNITS



**13** 400 ATRIUM - 400,000 SF