

SUMMARY

Significant national asset management, leasing, property management, construction and development experience with a wide variety of commercial properties. Developed a 550,000 SF project and negotiated over 4.0 million SF of leases. Managed a real estate business unit with \$47 million in annual revenue. Supervised and mentored hundreds of employees. Project management experience in the Middle East. Served as the CEO of a \$147 million historic district redevelopment project.

PROFESSIONAL EXPERIENCE

SANTA FE RAILYARD COMMUNITY CORPORATION, Santa Fe, NM

2004 to 2021

Executive Director

Managed the development of a 37 acre infill site in the historic Santa Fe Railyard. Directly responsible for the development, construction, leasing and property management of this 550,000 SF mixed use project. At completion a total of \$147 million will be expended including \$13 million for infrastructure and \$19 million for a 400 space underground parking structure. Managed up to 68 lines of funding. Pre-leased 80% of the 43 ground parcels and buildings. Drafted and negotiated construction contracts and all ground and building leases. Successfully managed the entitlement process including environmental remediation and archeological investigation. This high profile position requires the interpersonal skills to succeed in a development averse community under a high degree of public scrutiny. Worked closely with senior City staff, City Council and the Mayor. Earned a NAIOP Award of Excellence in 2008 and the Rudy Bruner Award for Urban Excellence in 2011.

BGK GROUP, Santa Fe, NM

2002 to 2004

Senior Asset Manager

Assessed new markets, asset strengths and weaknesses, as well as the capabilities of the incumbent leasing & management teams in order to establish marketing, financial, capital and operations strategies. P&L responsibility for a fluid portfolio of 10-12 office, retail and industrial properties throughout the US. Includes due diligence for acquisitions and coordination of asset disposition. Selected to reposition properties in challenging markets such as Cleveland, Minneapolis/St Paul, Louisiana, etc. Doubled occupancy in a flex property in Mobile, AL in less than one year. Negotiated a \$15.1 million law firm renewal in Charleston, West Virginia. Established a redevelopment plan for a 210,000 SF historic building in the Minneapolis CBD.

BROOKFIELD COMMERCIAL PROPERTIES, Denver, CO

1995 to 2002

Vice President, Operations

Regional management responsibilities for this REIT included asset management, marketing, leasing, property management and construction for a 4.0 million SF portfolio in three states. Managed a team of eight property managers and seventy employees. Properties varied from a 1.3 million SF CBD high-rise to a 100,000 SF triple net suburban building. Approved and signed an average of 300 lease transactions per year. Negotiated tenant, contractor and labor disputes. Performed due diligence for potential acquisitions and listed properties for sale. Built positive relationships with tenants, vendors and brokers. Recommended asset strategies for vacant land parcels. Significant experience in value modeling to establish asset strategies.

Additional Brookfield Accomplishments:

- Reduced Operating Costs by \$3.2 million in the first two years through bidding contracts, restructuring staff, and energy conservation measures.
- Managed a 7-year project to abate asbestos, relocate tenants, renovate common areas and install new infrastructure in
- a 415,000 SF building increasing the value from \$24 to \$125 per SF with an investment of \$50 per foot.

- Implemented a telecommunications management program, which yielded \$500,000 in annual revenue from a capital investment of \$50,000.
- Directed a \$1.1 million redevelopment of a 766,000 SF building including lobbies, elevators, corridors, signage, etc., which increased rents from \$13.75 to \$25 and occupancy to 98%.

LaSALLE PARTNERS LIMITED (now Jones Lang LaSalle), Denver, CO

1983 to 1995

Equity Vice President, Group Manager

Progressed from Assistant Manager to Equity VP in six years. Responsible for leasing and management of a variety of assets including a 12 building 2.2 million SF portfolio of suburban office, retail and industrial properties, and CBD towers up to 655,000 SF. Repositioned properties in the challenging Denver, CO market to gain occupancy and maximize NOI. Negotiated leases up to 200,000 SF. Managed over 1.0 million SF of tenant improvement construction. Sourced and earned new third party management and leasing assignments. Directed third party agents as asset manager for a T. Rowe Price portfolio of retail and industrial buildings.

Additional LaSalle Partners Accomplishments:

- Directed the redevelopment of a functionally obsolete 200,000 SF office campus valued at only \$5 per SF (land cost equivalent) into a fully functional project valued at \$80 per SF with a capital investment of \$37 per SF.
- Managed a \$3.5 million asbestos abatement and redevelopment of a 56,000 SF CBD podium building which allowed for the change of use from office to retail. Rents increased from \$8 net to \$20 net.
- Directed a marketing and leasing program that increased occupancy in a 571,000 SF building from 40% to 87% in a market with 30% vacancy.
- Turned a neglected 8 building 1.1 million SF portfolio of Class B suburban buildings into the top rated properties in LaSalle Partners 135 million SF national portfolio based on operations audits and tenant satisfaction scores resulting in the LaSalle Partners Property of the Year Award. Also earned seven annual management excellence awards.

TOSCO CORPORATION, Denver, CO

1981 to 1983

Supervisor of Contracting and Purchasing

Designed and managed the procurement program for this oil shale development firm. Created a standardized contract for services. Administered over 50 service and construction contracts plus all purchases over \$100,000. Negotiated Davis-Bacon Act cost impacts for the \$6.0 billion Colony Oil Shale Project. Ensured adherence to project budgets.

FLUOR ENGINEERS AND CONSTRUCTORS, INC.

1976 to 1981

Varied experience includes construction management in Saudi Arabia with a typical project load of \$50 million. Built industrial facilities, pipelines and electrical distribution. Managed significant materials supply and logistics challenges. Worked with offices in Holland, the UK, US and Japan to coordinate materials and technical support. Three years in Saudi Arabia plus two years in the home office in Irvine, California provided experience in managing budgets, logistics, resources, and diverse groups of people.

THE OFFSHORE COMPANY

1975

Worked on offshore oil drilling facilities in the Gulf of Mexico and Southeast Asia. Acquired basic mechanical skills in welding, heavy lifts, hydraulic equipment, etc.

EDUCATION

University of Colorado, B.A.

Colorado Managing Broker License - Inactive

CCIM and CPM professional designations - Inactive due to Retirement

PROFESSIONAL AFFILIATIONS / COMMUNITY INVOLVEMENT

NAIOP, CCIM, IREM and BOMA, Treasurer Downtown Denver Business Improvement District Board, President, New Mexico Chapter of Lambda Alpha, Board Member Santa Fe Railyard Community Corp., Instructor for the Adaptive Ski Program working with the disabled.