

Commercial Real Estate Strategist and investment professional with extensive transactions, operations and C-Suite-facing expertise for institutional investors, developers and private investors. Deep knowledge of real estate markets and experts around the country coupled with first-hand understanding of the investment life cycle and best practices for efficient operations creating high-performance opportunities for investors.

EXECUTIVE SUMMARY

- **MA**, Economics and Econometrics, Florida Atlantic University, Boca Raton, FL
- Member of **The Counselors of Real Estate, 2023**
- **CCIM Institute Designee, 2022**
- **Real Estate Transactions**
 - Asset Managed and leased 17.8 million square feet in 127 properties in 27 US States with a total of 2,781 tenants.
 - Sold twenty-two assets for a total of \$100,500,000.
- **National Operations** – Built and led robust teams of brokers, attorneys, environmental professionals, architects, GCs, and property managers at one publicly-traded U.S. REIT, two institutional investors (AUM of \$49B) and one sovereign wealth fund developer. Returns surpassed NCREIF and NAREIT.
- **Management Liaison** – 5 years at AEW Capital as asset management liaison with JV partner Weingarten Realty Investors on 9 properties with a valuation of \$180 million.
- **Client Partner** – Represent owner/investor clients on a broad spectrum of asset enhancement activities: ground-up and value-added redevelopment, trend forecasts, portfolio management, hold/sell, repositioning, acquisitions, and dispositions.
- **Leadership Mentor** – Frequently provide coaching to both organization employees as well as to women in commercial real estate seeking advice on negotiation skills and leadership and professional growth. President, CREW Los Angeles, 2022.
- **Education Pundit**
 - Guest lecturer - Pepperdine University MSRE Program 2018 – Present, MIT 2011
 - Published in Institutional Real Estate Investor, Real Estate Economics, HUD, CREW Network and McGraw-Hill.
 - Speaker on real estate economics, investments and leadership development.

PROFESSIONAL EXPERIENCE

AXIA REAL ESTATE ADVISORS, LLC

2021 – Present

Managing Director, Los Angeles, CA

- Provide research-driven strategy and tactical execution to investors to increase portfolio value.
- Successfully transitioned a client's property/leasing information from a series of disparate excel sheets to the VTS cloud platform. 128 properties in 1M square feet with 350 units. Managed the integration of client's accounting program with VTS for real-time updates resulting in a 50% increase in speed from prospect to lease execution. Yield an estimated \$5M increase in AUM and moved from 27% to 5% vacancy in one year.

BALBOA RETAIL PARTNERS, LLC (AUM \$1.2B in 2021)

2016 – 2020

Vice President, Los Angeles, CA

- Developed strategy for leasing and redevelopment of grocery anchored center in Los Angeles. Leased two pad buildings to Starbucks and California Fish. Managed the redevelopment process, including hiring architect, managing RFP process to hire GC, and secured entitlements to complete the \$10M renovation resulting in 117% increase in value.
- Sold 21 anchor stores (freestanding and part of larger shopping center) in 4 years for a total disposition value of \$62.5M and a return of 62% in partnership with a major private equity firm.

- Completely redeveloped former grocery site, leased main building to two national tenants, leased new drive-thru pad and repositioned the existing pad. Subdivided and sold all three parcels separately, increasing returns by 56%.
- Initiated and managed on-boarding of RealPage AssetEye software providing transparency into property level data and actual/budget variances that roll up to the fund level to evaluate fund performance. Trained third party property managers to use the system and developed reporting for the company to track quarterly valuations.
- Performed due diligence on acquisitions, hired third party leasing brokers and property managers, managed leasing, and renewals.

SAND HILL PROPERTY COMPANY**2014 – 2015****Asset Manager, Institutional Investments, Palo Alto, CA**

- Managed portfolio of mixed use, multifamily, hospitality and office assets in Silicon Valley for sovereign wealth fund's investments with Sand Hill Property Company.
- Negotiated leases including Target, Apple, Google, Philz Coffee, Eureka!, TD Ameritrade.
- Participated in the redevelopment plans for the dead Vallco Mall into a \$6B world-class mixed-use property, The Hills at Vallco. One of the largest developments to be approved using SB-35 in California. Negotiated termination agreements with mall tenants in order for site work to begin and was part of the entitlement/community outreach team.
- Managed development of Main Street Cupertino, a \$330M mixed use property with 260,000sf of office, 130,000sf of retail, 120 residential units and a 180-room Marriott hotel, including entitlements, architect/GC management, landlord/tenant work oversight and \$33M in community art selection, fabrication, and installation.
- Initiated and managed integration of Yardi and Argus for Sand Hill to provide efficient accounting processes and reporting to investors. Worked with CFO, accounting team and property managers resulting in one-time-only data entry rolling up to property and fund valuations.

EQUITY ONE, INC. (Merged with Regency Centers in 2016)**2013 – 2014****Asset Manager, West Coast, San Francisco, CA**

- Provided strategy, leasing and oversight of tactical plans for public REIT. Assets managed included two medical office buildings containing nearly 100 tenants, Serramonte Mall with 159 tenants, anchored by Target and Macys, six lifestyle centers with a total of 157 tenants, four grocery-anchored centers with 88 tenants and a light industrial building with 2 tenants.
- Managed integration of MRI with Argus for West Coast region.
- Performed due diligence on acquisitions, developed market reports for existing assets, created quarterly hold/sell analyses and valuations for portfolio properties.

CONSULTANT**2012 – 2013**

- McGraw-Hill Companies. Identified six potential new information products based on the information needs of actors in the commercial real estate industry.
- TerraSearch Partners. Developed a vertical of retail professionals for executive search firm.

AEW CAPITAL MANAGEMENT (AUM \$48B in 2021)**2007 – 2012****Senior Asset Manager, Boston, MA**

- Developed and instituted asset strategy for nine institutional clients in separate accounts as well as for dedicated core fund. Responsible for over 1,000 tenants generating \$94.3M in annual net operating income. National portfolio of four regional malls, seven lifestyle centers and twelve grocery anchored centers. 2011 returns exceeded NCREIF index by 25%.

- Asset management liaison between AEW C-Suite and JV partner, Weingarten Realty Investors. Portfolio of nine grocery-anchored properties along the east coast. Managed leasing, operations, reporting and joint venture agreements.
- Strategies and acquisitions work based on careful analyzation of retail drivers: demographics, economic conditions, number of rooftops and placement within the asset's competitive set.
- Optimized valuations through appraisal review and correction.
- Develop new process initiatives including research metrics to address risk, co-authored the AEW Asset Management and Monthly Reporting Manuals, developed a database of verified competitive sales for use in benchmarking, and integrated the use of Argus into the team previously using DYNA for valuations.

McGRAW-HILL CONSTRUCTION/DODGE**1999 – 2007****Director, Real Estate Solutions**, Lexington, MA

- Transformed Dodge Reports data into Pipeline, a database of commercial real estate assets in various stages of construction used as a macro indicator of new supply. Product primarily sold to Wall Street analysts for use in forecasting. Managed a team of nine.
- Consulted for Standard & Poors in the development of the Case-Shiller Index.
- Integrated Pipeline data into online products of research powerhouses, Susan Hudson-Wilson (PPR), Ray Torto and Bill Wheaton (MIT and Torto-Wheaton Research).
- Quarterly speaking engagements at client conferences and at the National Association of Residential Construction Lenders conferences to present economic forecasts of 54 US markets.

LANDAUER SECURITIES, INC**1998 – 1999****Manager, Capital Markets**, Boston, MA

- Developed one of the first digital auction systems to market, track and award bids on multimillion dollar commercial property loans auctioned on a quarterly basis. Integrated disparate loan documentation into on-line war room.

BOSTON VALUATION GROUP**1991 – 1998****Independent Licensed Commercial Real Estate Appraiser**, Lexington, MA

- Appraised office, retail, industrial, multifamily, land and specialty properties throughout New England. Favorite appraisal: New Hampshire Motor Speedway, NASCAR track, Loudon, NH.

BERKSHIRE RESIDENTIAL INVESTMENTS (Formerly Krupp Realty Company)**1988 – 1991****Financial Specialist 1990 – 1991, Underwriter 1988-1990**, Boston, MA

- 1988-1990: Due diligence and financial modeling for FNMA DUS apartment loans in the US.
- 1990-1991: Repositioned underperforming multifamily assets, developed workout plans and expedited dispositions. Defended firm's workout plan in bankruptcy court in Little Rock, AR.

OTHER EXPERIENCE

- Radice Corp, Ft. Lauderdale, FL – Development Research Associate – Senior Housing, Office and Hospitality
- Real Estate Marketing & Research, Pompano Beach, FL – Associate – SFR researcher
- Florida Atlantic University, Boca Raton, FL – Adjunct Instructor – Principles of Economics, International Economics, Statistics.
- City of West Palm Beach, Planning and Zoning, Intern
- Center for Economic Education, Boca Raton, FL – Assistant Director – developed Economics curriculum for K-12 classes.

EDUCATION

CCIM Institute, Chicago, IL CCIM Designee

Florida Atlantic University, Boca Raton, FL

- **MA**, Economics and Econometrics, GPA 4.0
- **BA**, Economics

Appraisal Institute, various locations

- Capitalization Part A, Capitalization Part B, Report Writing, Case Studies, Standards and Professional Ethics.

THOUGHT LEADERSHIP

The Counselors of Real Estate: 2023, invited to join the global 1,000-member elite corps of CRE expert troubleshooters. Invitation extended based on deep range of consulting assignments and large national network of Counselors.

CREW Los Angeles: 2023 Educational Programs Chair, 2022 President, 2021 President-Elect/Delegate, 2019-2020 Chapter Treasurer. 2021 authored and presented Demystifying the Real Estate Life Cycle, a basic primer on commercial real estate investment.

CREW Network National Research Committee: 2010 Developed and hosted University Series Program bringing elite professors to member forums via webinar: Wharton – Peter Linneman, Stanford – Doug Abbey, Columbia – Lynne Sagalyn, Harvard – John Macomber. 2005 – 2010 developed and published ground-breaking national study of gender pay gap in commercial real estate industry. 2005 study became the blueprint for subsequent quinquennial studies. Published white papers focused on helping women bridge the wage gap: Commercial Real Estate: An Introduction to Compensation, November 2008, Repositioning Your Real Estate Career to Succeed in an Era of Change, March 2009, Women in Commercial Real Estate, October 2010. Member 1989 to Present.

CCIM Los Angeles: 2023-2024 Membership Chair and Education Co-Chair. Member 2019 to Present.

ICSC Member 2007 to Present.

SKILLSETS

Argus Enterprise – valuation

VTS Lease – Marketing/LOI generation/portfolio lease reporting

RealPage – portfolio accounting reporting

CAD software – DWGSee and AutoCAD – read and manipulate CAD drawings