

## Brett Pelletier

401.835.2679 – BNPelletier@gmail.com - linkedin.com/in/brettpelletier

### Executive-Level Mission-Driven Strategic Leader

---

#### Community Real Estate Development – Affordable Housing – Public Policy Executive Leadership & Strategic Planning – Financing & Development – Land Economics

Collaborative and cooperative executive-level strategic leader with over fifteen years of success in domestic and international housing policy, analysis, delivery, preservation, and capital strategy. Data-driven and creative problem solver who effectively and compassionately leads day-to-day operational excellence and long-range strategic activities with complex internal and external teams. Maximizes efficient and effective decision-making driving growth and change in support of long-term community, organizational, and human resource investment goals. Brings expertise to support Affordable Housing policy and strategy, organizational efficiency and efficacy, and complex real estate and economic problem solving.

Serves as a careful, trusted advisor and thoughtful partner to executives, government officials and agencies, municipalities, stakeholders, industry experts, and staff, providing confidential expert advice within highly competitive markets. Inspires the creation of value investment in underserved communities and oversees efforts that deliver transformative solutions with standards of excellence, compassion, and integrity. Consistently delivers results during times of radical uncertainty with demanding clients and within challenging environments. Able to explain complex systems, topics, and issues to broad audiences with clarity and relatability. Competencies include:

- Financial Management
- Creative Planning & Solutions
- Project Management & Implementation
- Negotiation & Deal Making
- Public Policy & Administration
- Risk Assessment & Analysis
- Large Scale Enterprise Management
- Mentorship, Teaching & Learning
- Historic Preservation & Adaptive Reuse Strategies
- Professor, Public Speaking & SME Presentations

### CAREER SYNOPSIS

#### RIHousing, Providence, RI

December 2023 – Present

*Rhode Island's housing finance agency, public housing authority, and housing credit allocating agency.*

#### **Chief Administrative Officer**

Report to CEO/Executive Director and support staff with direct responsibility for oversight of physical plant, support functions, and internal operations as well as all administrative aspects of the Agency. Administration of \$45M operating budget, support for financial and business planning, and project management within the agency. Responsible for the development and implementation of policies and procedures regarding operational processes, efficiency, and process improvement, including advancing corporate efforts in diversity, equity, inclusion, and belonging. Oversight of 30+- direct and indirect reports and management of outside consulting relationships, external partners, and interagency working groups. Lead special projects related to Affordable Housing policy, strategic planning, and risk management for the Agency and stakeholders. Represent the Agency on boards, act as designee on committees, and represent the Agency and CEO/Executive Director as needed.

#### **Notable Projects:**

- Oversee office and facilities modernization program that includes capital projects of \$2M, including HVAC decarbonization, sustainability improvements, and resource management solutions. The net impact is a reduction

in domestic water consumption by 85%, fossil fuel consumption by 100%, and a reduction in cost and impact of interior office fit out by 60%.

- Restructured and re-supported IT department to optimize efficiency, redundancy, and support for in-person, remote, and hybrid staff of 235. Initiated an annual IT Showcase to enhance interaction with business units, increase collaboration, and stimulate creative problem solving through the robust use of technology tools, automation, and artificial intelligence (AI).
- Administration of special projects including a 6-month consulting engagement for the research and analysis of models of public development within the US and abroad, with interaction with key stakeholders within the financing and development communities, along with municipal and legislative partners. Presentation and explanation of findings.
- Administrative and oversight functions for Proactive Development subsidiary designated to assist the development community and municipalities actively produce more affordable housing within the state. Liaise with private clients, nonprofit development partners, legislators, and state government officials in developing the office, recruiting the staff, and establishing KPIs.
- Create and chair internal and external working groups to study the current state of property and liability insurance for multifamily affordable housing and single-family housing within Rhode Island and nationally. Research and analysis of cost and coverage experience within the internal portfolio and analysis of short-, mid-, and long-term solutions currently underway or previously successful in reducing volatility, controlling premium increases, and managing risk.

## **Kirk&Company: Real Estate Counselors, Boston, MA**

**2005 to 2023**

*Real estate advisors and affordable housing strategy counselors for institutions and families from non-profit, community, and private sectors.*

### **Chief Operating Officer**

Report to CEO providing organizational leadership and operations, including day-to-day oversight and capital administration, business development, and client-facing activities. Hands-on experience with the real estate life-cycle including development and operating feasibility, marketability, financial modeling, underwriting, disposition and leasing support, and due diligence services for development, financing, investment, negotiation, and litigation. In-depth knowledge of private, non-profit and mission-driven organizations, government agencies and municipalities, and individuals and families. High levels of confidentiality and sensitivity in public and private negotiations, presentations, and advisory services. Special skills and experience include expert analysis and counsel on air rights, LIHTC portfolio strategy, portfolio recapitalization, LIHTC Year 15 exit planning and support, partnership analysis, and litigation support for dispute resolution and Affordable Housing strategic decision making.

### **Notable Projects/Clients:**

- Oversaw the two-year disposition of the last vacant parcel of land in the Back Bay of Boston, MA, achieving the highest land price ever recorded. Managed the legal and financial due diligence for 27 beneficiaries, including engineering, marketing, and disposition. Evaluated and negotiated the deal structure and terms resulting in a 30-day all cash closing with no contingencies, all but eliminating execution and marketing risk for the client.
- Negotiated a 99-year ground lease, development rights, and profit-share arrangements for a 1.35M square foot mixed-use life sciences project in Boston's Seaport on behalf of the public agency that owned the land, which was later recapitalized for \$710M after close.
- Appointed by a municipality to complete a 10-year stagnant infrastructure construction and historic bridge restoration project. Delivered project management and oversight for the \$3M historic bridge abutment and adjacent municipal beach renovation. Engaged key stakeholders and managed aggressive project schedule to deliver project early and under budget.

- Underwrote \$25M in affordable housing investment for a national LIHTC syndicator closing each portfolio project on time.
- Developed a housing affordability and attainment strategy for collaborative development, public policy and entitlement reforms, and housing shortage and affordability gaps in response to damage caused by Hurricane Ian in Fort Myers, FL.
- Part of a five-person team of experts deployed to analyze the housing market and identify barriers to housing production. Provided suggested solutions to incentivize investment in a variety of housing types and tenures to meet community needs and support continued economic growth. Identified barriers to new housing in the City, public and private financial tools and best practices to present strategies to increase housing options and improve Austin's housing stock.

## **Affordable Housing Institute, Boston, MA**

**March 2021 - Present**

*A global impact consultancy that specializes in affordable housing policy, finance, and development around the world.*

### **Senior Asset Valuation Advisor & Real Estate Expert (Consultant)**

Provide analysis and counsel on complex real estate and business problems, fractional interest valuation, and asset positioning and repositioning. Assignments have included portfolio analysis, affordable housing delivery and preservation strategies, housing affordability analysis, analysis of predictive modeling and credit decisions in developing economies, and analysis and recommendations on the impact of algorithmic underwriting models on racial and gender bias in real estate lending. Trusted advisor to AHI providing extensive international and domestic thought leadership and collaboration for strategic real estate and affordable housing problem solving.

### **Notable Projects/Clients:**

- Conducted an analysis of bias in residential and commercial real estate capital decisions in black-majority neighborhoods in Milwaukee, WI including the analysis of algorithmic bias in property valuation models and capital decision models.
- Developed property and portfolio tracking and analysis tool for 3,500-unit mixed-income rental portfolio including property level operations, partnership level waterfall, and asset management functions, as well as valuation modeling integrations.
- Provided valuation analysis and strategy support for \$200M+- private equity real estate fund analyzing past performance and future projections in addition to strategic analysis for fractional discounts.
- Part of an internationally sourced team for the creation of a National Housing Fund, with the capacity to mobilize resources to be channeled to the development of public housing programs and projects and to address market failures in Cabo Verde. Served as the finance and economics subject matter expert, and support for housing policy and fund structure, providing technical assistance to the Ministry of Finance, in creating the Fund.

## **EDUCATION, TRAINING, & SKILLS**

<b>Bryant University</b> Graduate School of Business, Smithfield, RI Master of Business Administration (MBA), Leadership - with Honors	2020
<b>Harvard University</b> Extension School, Cambridge, MA Master of Liberal Arts, (ALM) Finance - with Honors	2020
<b>Bentley College; Waltham, MA</b> Bachelor of Science (BS), Finance	2005

**Technical Skills:** Zoom, WebEx, ARGUS, GIS, Smartsheet, Sharepoint, Costar, QuickBooks, Basecamp, Canvas, Blackboard, Asana, Google Suite: Gmail, Calendar, Drive, Docs, Sheets, Slides, MS Office Suite: Excel, Outlook, PowerPoint, Teams, and Word; database systems for data management, and proprietary asset management, valuation, and underwriting platforms. Built, maintained, and enhanced complex Excel models with multiple integrations.

## ACADEMIC FACULTY EXPERIENCE

**Roger Williams University; Bristol, RI**

**August 2022 - 2024**

**Adjunct Professor: Cummings Graduate School of Architecture** *Introduction to Real Estate REAL 501: Real Estate, Equity, and Environment, REAL 544: Real Estate Market Analysis and Decision Making*

Developed and taught the inaugural real estate course(s) within the Real Estate Institute at the Cummings Graduate School of Architecture. Lecture and workshop models used in delivering real estate education to graduate architecture, engineering, planning, MS Real Estate, and MBA students as a multidisciplinary model to real estate education. Real estate coursework includes analysis of public policy as it relates to access to housing, services, and opportunities, as well as the social impacts within the built environment.

**Salve Regina University; Newport, RI**

**January 2021 - 2023**

**Adjunct Professor: Department of Business and Economics** *Courses Taught: MGT 270: Financial Management, MGT/ECN 224: Introduction to Real Estate, ECN 101: Introductory Macroeconomics*

Actively engaged with a diverse population of students with a wide variety of educational backgrounds and experience. Well versed in Canvas, Zoom, WebEx and a variety of proprietary learning management systems (LMS) and platforms. Experience developing and refining course objectives, syllabus development, and educational delivery focusing on learning objectives and outcomes for in-person and virtual/distance/hybrid learning. Experience in lecture, active learning, and case method engagement. Specific focus on universal justice, ESG concepts, and behavioral aspects of finance, economics, and real estate. Real estate coursework includes analysis of public policy as it relates to access to housing, services, and opportunities in order for students to fulfill the university's mission of working for a world that is harmonious, just, and merciful. Faculty Advisor to the student Real Estate Club.

**Additional Faculty Experience:** Lasell University; Newton, MA, Boston University Metropolitan College; Boston, MA

## PUBLIC SECTOR EXPERIENCE

**Tiverton Town Council; Tiverton, RI**

**2010 - 2016**

*Town Councilor*

Served as an elected Town Councilor for three terms (6 years). Duties included active fiscal administration of a \$50M municipal budget, policymaking, oversight of Town Administrator and department heads, and executive management of the Town. Active engagement with Boards and Commissions, regular engagement with budgetary matters, and drafting and modifying ordinances, policies, protocols, and supporting state legislation. Regular and active community engagement through formal meetings, hearings, and events. Presented fiscal and municipal policy proposals to audiences of 10 to 500 residents and participants.

**Senator Edward M. Kennedy; Boston, MA**

**2005**

*Constituent Services Intern: Veteran and Inmate Affairs*

Worked with congressional aides and staffers on issues involving constituent concerns and requests, specifically working with veterans, constituents experiencing homelessness, constituents transitioning to permanent supportive housing, and inmates and prison affairs. Assisted staff in working with municipal officials and organizations resolving

veterans' benefits claims, prisoner conditions issues, and support services for citizens experiencing homelessness or at risk of homelessness.

### **PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS**

Counselors of Real Estate -**CRE®** Designated Member  
Royal Institution of Chartered Surveyors -**FRICS®** Designated Member  
Lambda Alpha International - Land Economics Society (**LAI**) - Designated Member  
American Real Estate Society - (ARES) - Member  
Urban Land Institute - (ULI) – Member  
Boston Committee on Foreign Relations (BCFR) - Member  
Boston Economic Club (BEC) - Member  
National Housing and Rehabilitation Association (NH&RA) - Member

### **COMMUNITY LEADERSHIP**

PreserveRI - Member of the Board of Trustees - 2020-Present  
CRE Consulting Corps - Volunteer Real Estate Counselor - 2019-Present  
Boston Preservation Alliance - Young Advisors - Director - 2020-2023  
New England Real Estate Journal (NEREJ) - Contributing Writer - 2015-2023  
MA/RI/ME Chapter of the Appraisal Institute – Board Member/Director 2020-2022  
ULI Boston/New England – Member of the Housing and Economic Development Council – 2023-Present  
Striving Artists Theatre Company; Beverly, MA - Chairman; Board Member/Director - 2015-2020  
Tiverton, RI Town Council - Council Member - 2010-2016  
Tiverton, RI Planning Board - Member - 2016-2017  
Tiverton, RI Wastewater District - Secretary; Board Member/Director - 2017-2018  
Greater Providence Chamber of Commerce – Designee – 2023-Present  
RI Statewide Planning Council – Designee – 2023-Present