

Curriculum Vitae
David J. Wilk, CRE, MAI, FRICS

Current Academic and Professional Practice Activities

Assistant Professor of Finance, Director of Real Estate Program, Temple University Fox School of Business, Philadelphia https://www.fox.temple.edu/mcm_people/david-j-wilk/

Real Estate Management Consultant, Colliers International Valuation & Advisory Services, Philadelphia Region, MD, DC/VA Region and Florida (www.colliers.com)
<https://www.dropbox.com/s/vlhdd0jqzsb08a9/CIVAS%20DC%20-%20CREED.pdf?dl=0>

Developer of **CREED**® App (“Corporate Real Estate Earnings Diagnostic”), a RE asset optimization tool co-innovated in partnership with SAP (www.creedapp.com)

Employment History (1977 – 2019)

Adjunct Professor & Capstone Advisor, Georgetown University Master’s In Real Estate Program, DC <https://scs.georgetown.edu/programs/71/master-of-professional-studies-in-real-estate/faculty-bio/4121541/david-wilk>

Adjunct Professor, Johns Hopkins University Carey Business School, CityLab Practicum RE Entrepreneurship, Infrastructure Development for Sustainable Cities, Finance
https://www.dropbox.com/s/sw4beirk199ltji/040317_Hopkins%20Symposium_SPLASH_rough_kfc_V2_1080p_20mbs_H264.mp4?dl=0

Adjunct Professor, Lerner College of Business, University of Delaware, 1989 to 2012
<https://www.dropbox.com/s/4m0an1srpac92s/Wilk%20recommendation.pdf?dl=0>

National Chair, Corporate Real Estate Services, Corporate Property Strategies LLC (dba SVN), 2009 to 2017 (www.svnvalue.com), Innovator of the Year Award – 2014, Achiever Award – 2012, 2013, 2015, 2017

Managing Director, National Corporate Real Estate Management Consulting & Valuation Group, Duff & Phelps, LLC Philadelphia, PA – 2008 to 2009

CEO, Greystone Realty Advisors, Inc., Wilmington, Delaware, 1997 to 2008 (boutique real estate valuation and counseling firm acquired by Duff & Phelps, LLC in 2008)

Regional Director, Corporate Real Estate & Valuation Services Group, Ernst & Young, LLP, Middle Atlantic – 1995 to 1997

Practice Director - Real Estate Valuation Services Group – Corporate Services, Arthur Andersen LLP, Philadelphia, Pennsylvania – 1993 to 1995

CEO, Wilk & Associates, Wilmington, DE – 1987 to 1993 (acquired by Arthur Andersen)

National Director - Valuation Services, Kenneth Leventhal & Co., California, 1986 to 1987

Senior Manager, Real Estate Valuation Group, Western U.S and Hawaii - Arthur D. Little, Inc., Woodland Hills, California, 1983 to 1986

Staff and Senior Consultant, Valuation Research Corp., Princeton, NJ, 1977-1983

Educational and Academic Background

Master of Science, Real Estate & Infrastructure (MSREI), Johns Hopkins University Carey Business School, Baltimore, MD, May, 2016
Bachelor of Science, Business Administration (BSBA) - University of Delaware, Lerner College of Business and Economics, Newark, DE, 1976

Geographic Experience

Real estate valuation assignments completed in 49 states in the U.S., Europe, South America, Canada, Mexico, Asia, and the South Pacific.

Memberships and Professional Affiliations

CRE Designation – Counselors of Real Estate, Certificate #2037
MAI Designation - Appraisal Institute, Certificate #7174
FRICS Designation – Fellow, Royal Institution of Chartered Surveyors, Cert # 1215086
Certified General Real Estate Appraiser - DE, MD, FL, NY, DC, VA
Licensed Real Estate Broker – State of Delaware

Community Service Activities

Board Chair, Friends of Hockessin Colored School #107C – Creating an Educational Innovation Hub at a historic School in DE (where *Bulah v. Gebhart* became *Brown v. BOE*)
https://www.dropbox.com/s/8ki3e8eq1itbpgd/tmp_4208_5-16-2019_11034_.pdf?dl=0
<http://www.delawareonline.com/story/news/education/2014/05/16/restoration-hockessin-colored-school-c-moves-ahead/9204071/>

Article for Delaware State Chamber of Commerce Magazine on Place-Making, Asset Optimization, & Inclusive Economic Development in Delaware, December, 2019
<https://www.dropbox.com/s/pzxsfnfx13qdqs3/DB%20NovDec%2019%20Place%20Makin%204536.pdf?dl=0>

Market investigations for the Lee Foundation in NY leading to a partnership between Roswell Park Cancer Institute and Cuba's Center for Molecular Immunology on a new cancer vaccine for the United States, leading to FDA approved clinical trials on Cimavax
<https://www.roswellpark.org/media/news/gov-cuomo-announces-landmark-roswell-park-study-bringing-cuban-lung-cancer-vaccine-us>

Real Estate Symposia on Asset Optimization & Place-Making Economic Development at University of Delaware (2012, 2016), Perdue Business School at Salisbury University (2013), Florida Atlantic University (2014), Delaware State University (2014), University of Illinois (2015, 2017), University of Washington (2016), Johns Hopkins University (2016), and Temple University (2019) <https://youtu.be/5clqvKVqt5c>

Hopkins CityLab – Co-teaching and mentoring business students at the Carey Business School on CityLab Urban Social Entrepreneurship Projects in Baltimore, Wilmington, DC
<http://www.delawareonline.com/story/news/local/2016/04/19/rebuilding-downtrodden-neighborhoods/82808454/> (www.citylabsusa.com)

Board Member, Ministry of Caring, Wilmington, DE - Sacred Heart and St. John's Villages

CoreNet Global - Philadelphia/Wilmington Chapter – Former Board Member

Tax Increment and Special Development District Financing (TIF & SDD) – Responsible for the Passage of State Enabling Legislation for TIF and SDD Usage

Expert Witness Experience

Qualified as an expert witness for litigation and appellate proceedings in California, Hawaii, Delaware, Pennsylvania, New Jersey, Illinois, Maryland, Connecticut, Virginia, North Carolina, Ohio, New York, Massachusetts, Maine and Florida

Teaching, Publications, Speeches, & Symposia

Real Estate Asset Optimization for Social Impact and Innovation in Social Infrastructure and Inclusive Economic Development, Fox School of Business, Temple University, Four Seasons Hotel, Philadelphia, PA, December 4, 2019, <https://www.eventbrite.com/e/real-estate-asset-optimization-for-social-impact-innovation-in-place-making-social-infrastructure-tickets-75976516807?ref=eios>

Opportunity Zone Workshop, Akerman & Temple University Health Systems, Philadelphia, PA, January, 2020, <https://www.akerman.com/en/perspectives/akerman-hosts-north-philadelphia-opportunity-zone-workshop.html>

Commercial Real Estate Analysis (FIN 3514), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2018, 2019 and 2020

Seminar in Real Estate (FIN 4597 - Capstone), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2018, 2019 and 2020

Real Estate Finance & Investment (FIN 3509), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Fall, 2018 and 2019

Real Estate Development (FIN 3525), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Fall, 2018 and 2019

Innovation in Real Estate, Asset Optimization & Reimagining Underutilized Assets, 11th Annual Saul Ewing Arnstein & Lehr RE Conference, Baltimore, MD, October 22, 2019 <https://www.saul.com/11th-annual-real-estate-conference>

Management of Corporate Real Estate Assets (RE 3525), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2019

Public Private Partnerships (P3's) and Infrastructure, 10th Annual Saul Ewing Arnstein & Lehr RE Conference, Baltimore, MD, November, 2018, <https://www.saul.com/saul-ewing-arnstein-lehr-10th-annual-real-estate-conference>

CoreNet Global Academic Challenge – Technology and Enterprise RE, Boston, 2018, Temple Fox RE student team were finalists as one of three (3) teams from 80 universities around the world. Finished as runners-up to National University of Singapore.

Real Estate Asset Optimization for Workforce Productivity, SAP Podcast, June, 2018 <https://www.dropbox.com/s/shfo6184fks1tir/Real%20Estate%20and%20Your%20Workforce%20Optimizing%20Space%20Management%20Wednesday%2C%20June%2020%2C%202018.pdf?dl=0>

Infrastructure Development for Sustainable Cities, Johns Hopkins Carey Business School, Baltimore, MD and Washington, DC, Spring 1, 2017

Infrastructure Development for Sustainable Cities, Johns Hopkins Carey Business School, Baltimore, MD and Washington, DC, Spring 2, 2017

Reimagining the City of Baltimore through RE Asset Optimization & Innovation, Johns Hopkins Carey Business School, Sagamore City Garage, Baltimore, MD November, 2016
https://www.dropbox.com/s/dyf7ubravrqlz8o/040317_Hopkins%20Symposium_SPLASH_rough_kfc_V2_1080p_20mbs_H264.mp4?dl=0

Real Estate Entrepreneurship, Johns Hopkins Carey, Washington, DC, Fall, 2016

Optimizing Analytics for Facilities Innovation, Center for Advanced Manufacturing at Puget Sound, Emerald Downs, Seattle, Washington, June, 2016

Reimagining the City of Wilmington through RE Innovation, University of Delaware and Delaware State University, Hotel DuPont, Wilmington, DE, April, 2016,
<https://www.dropbox.com/s/aztcnc1551pfny/wilmingtonbrochure.pdf?dl=0>

RE Asset Optimization and Place-Making Economic Development Strategies, University of Washington, Arctic Dome Ballroom, Seattle, March, 2016,
<https://www.dropbox.com/s/bclw9m61iav4fci/washingtonbrochure%201.pdf?dl=0>

Place-Making Economic Development Strategies and Corporate Social Value Creation, University of Illinois, I-Hotel, Champaign-Urbana, October, 2015
<https://www.dropbox.com/s/sy9fenf7rvi9nm7/NAR%20Place-Making%20Economic%20Development%20Article%20-%20July%202014.pdf?dl=0>

Place-Making Strategies through Real Estate Innovation, Commercial Brokers Association of Washington State, Meydenbauer Center, Bellevue, WA, May, 2015

SAP Real Estate Management Conference, Asset Optimization for Enterprise Value Creation, Keynote Presentation on CREED an Annual Event, Chicago, Illinois, April, 2015,
<https://www.dropbox.com/s/odmpsf8slf7wxwd/SAP%20SVN-CPS%20Brochure%2002-06-15.pdf?dl=0>

Place-Making Economic Development Strategies and Corporate Social Value Creation, Delaware State University, Dover Downs, DE, April, 2014

Corporate Real Estate Earnings and Optimization for Enterprises, Florida Atlantic University Business School, Boca Raton, Florida, March, 2014,
<https://www.dropbox.com/s/39i7g9gvy1kg14s/FAU%20RE%20Symposium%20-%20Final%20Brochure.pdf?dl=0>

Place-Making Economic Development Strategies and Corporate Social Value Creation, Perdue Business School at Salisbury University, Salisbury, Maryland, December, 2013

Place-Making Economic Development Strategies, University of Delaware & Sperry Van Ness, Hotel DuPont, Wilmington, Delaware, June, 2012

Corporate Real Estate, Capital Markets, and Economic Development, University of Delaware and Urban Land Institute, Newark, Delaware, April, 2010

MBA Real Estate Finance - Finc 854, University of Delaware, Alfred Lerner College of Business and Economics, Newark, Delaware, 2002 to 2006

Real Estate Development and Investment - Finc 467, University of Delaware, Alfred Lerner College of Business and Economics, Finance Department, Newark, DE, 2008 to 2012

Real Estate Finance - Finc 417, University of Delaware, Alfred Lerner College of Business and Economics, Newark, Delaware, 1989 to 2012

Strategic Marketing Plans on Redevelopment Projects, Appraisal Institute, Wilm, DE, 2002

Advantage Wilmington – A Day of Strategic Marketing, CoreNet Global/City of Wilmington Office of Economic Development, Wilmington, Delaware, 2002

Tax Increment and Special Development District Financing (TIF & SDD) in Delaware, Delaware Public Policy Institute, Wilmington Renaissance Corporation, City of Wilmington, New Castle County, Delaware, 1999

Retail Development in the City of Wilmington, Wilmington Renaissance Corporation Summit, Wilmington, Delaware, 1999

Real Estate Capital Markets, Appraisal Institute, Wilmington, Delaware, 1997

Corporate Real Estate - Best Practices, Benchmarking and Process Improvement, Ernst & Young, LLP, Management Seminar, Princeton, New Jersey, 1996

Benchmarking, Best Practices and Corporate Reengineering – Real Estate, American Society of Pharmaceutical Engineers, Valley Forge, Pennsylvania, 1995

Corporate Real Estate – Property Performance Enhancement, Benchmarking and Site Selection, Ernst & Young/Kenneth Leventhal Seminar, Los Angeles, CA 1995

Delaware Today Magazine

Column on commercial, industrial, residential, institutional, real estate topics, 1994-1996.

Mock Trial, Real Estate, Delaware Law School at Widener University, Wilmington, 1992

Standards of Professional Practice, Appraisal Institute, 1988-1995

Real Estate Appraisal, University of Delaware & Widener University, 1987-1995

Land Development & Subdivision, University of Delaware, Widener University 1987-1992

Selecting/Financing Income Properties, University of Delaware, 1987-1992

Corporate Real Estate Relationships

MBNA, Berkshire Hathaway, Comcast, DuPont, Artesian Water, Agilent Technologies, Dover Corporation, Hercules/Ashland, Patriarch Partners, Cal-Maine Foods, Bumblebee Foods, Glatfelter Paper, Bank of America, Johnson & Johnson, Astra Zeneca, Sun Company, Exelon, Bristol Myers Squibb, Avon, Seneca Foods, and Jefferson Healthcare

Urban Redevelopment, TIF and SDD Projects

Wilmington Renaissance Corporation, University of Pennsylvania, Sansom Commons and Penn Inn, Thomas Jefferson University, Claymont Renaissance Corporation, Riverfront Development Corporation, City of Wilmington LOMA and Underground Railroad Districts, Buccini Pollin Group, Town of Smyrna, City of Salisbury, MD, Town of Princess Anne, MD

Property Dispositions/Acquisitions/Tenant Representation

DuPont, Hercules, Dow Chemical, MBNA, Thomas Jefferson University, Lubert Adler, Berger Brothers, Artesian Water, Stabler/Bullock families, Mike's Famous Harley Davidson, American Red Cross, Sargent & Lundy, YMCA, Cole Schotz, Brunswick Hotel, Patriarch Partners, Sun Capital Partners, Agilent Technologies, Berkshire Hathaway

Strategic Marketing Plans

City of Wilmington, Wilmington Renaissance Corporation, Claymont Renaissance (Brookview), Shipley Village CDC, Wilmington Senior Center, Renaissance Center, Delaware Economic Development Office, Caldera Properties in Sussex County, Delaware, Glatfelter Paper, JG Cook Riverview Inn, Thomas Jefferson University, PaperWorks, Performance Fibers, GenOn Potomac River Generating Station, Agilent Technologies, City of Delray Beach, Town of Princess Anne, Wallops Island Research Park, Dover Corporation, Johnny Janosik World of Furniture, City of Wilmington, Salisbury Mall Associates

Sampling Of Real Estate Consulting and Valuation Assignments

Large Land Holdings (1,000 Acres Or More)

Pebble Beach Company, Monterey, CA
Irvine Ranch, California
Bikini Atoll, Marshall Islands
West Loch Naval Magazine, Hawaii
Townsend's, Inc., Sussex County, DE
Glatfelter Pulp Wood Co, Sussex County

Huntington Beach Company, CA
Hercules, Inc., Kenil, NJ
Blue Coal Co., Luzerne County, PA
Mokeleia Ranch, Hawaii
DuPont Company, Birmingham, AL
Glatfelter Timber Co., VA, PA, DE

Corporate Headquarters

Twentieth Century Fox: Beverly Hills, CA
General Foods: White Plains, New York
Schering Plough: Madison, New Jersey
Columbia Pictures: New York, NY
MBNA America: Wilmington, Delaware
Artesian Resources: Newark, Delaware

J.P. Morgan: London, England
Wilmington Trust Co.: Wilmington, DE
Redken Laboratories: Woodland Hills, CA
PNC Bank: Wilmington, Delaware
DuPont Company: Wilmington, Delaware
Hercules, Inc.: Wilmington, Delaware
Johnson & Johnson: New Brunswick, NJ

Hotels and Hospitality

Lodge at Pebble Beach: Pebble Beach, CA
Inn at Spanish Bay: Pebble Beach, CA
Stouffer Wailea Beach Hotel: Maui, Hawaii
Sheraton Grande Hotel: Los Angeles, CA
Sheraton Harbor Island: San Diego, CA
Hyatt Regency: Maui, Hawaii
Frenchman's Reef: US Virgin Islands
Four Seasons Hotel: Philadelphia, PA

The Rittenhouse Hotel: Philadelphia, PA
The Ritz Carlton: Philadelphia, PA
The Philadelphia Marriott Hotel
Del Monte Lodge: Monterey, CA
Embassy Suites: Washington, D.C.
Four Seasons Hotel: Maui, Hawaii
Art Deco Hotels in South Beach, FL

Office Buildings

Union Bank Square: Los Angeles, California
201 Mission Street: San Francisco, CA
AVCO Tower: Newport Beach, California
Three Christina Centre: Wilmington, DE

PNC Bank Building: Wilmington, Delaware
U.S. News Building: Washington, D.C.
1900 K Street: Washington, D.C.
Warner Center Building: Washington, D.C.

Equitec Tower: Chicago, Illinois
Northwestern Center: Chicago, Illinois
Alex. Brown Building: Baltimore, Maryland
475 Park Avenue: New York, New York
14 Wall Street: New York, New York

25 Broad Street: New York, New York
One & Two Logan Square: Philadelphia, PA
1601 Market Street: Philadelphia, PA
1301 Fannin Street: Houston, Texas
1999 Bryan Street: Dallas, Texas

Sports And Entertainment Facilities

20th Century Fox Studios: Beverly Hills, CA
Elvis Presley Enterprises: Memphis, TN
Santa Anita Racetrack: Arcadia, California
Aspen Skiing Company: Aspen, Colorado
Breckenridge Ski Resort: Breckenridge, CO
Madison Square Garden: New York, NY

Marriott's Great America Park: CA
Tahoe Beach & Ski Club: Lake Tahoe, CA
Brandywine Raceway: Wilmington, DE
Wayne Swim & Tennis Ctr.: Wayne, PA
Dover Downs Raceway: Dover, Delaware

Golf Resorts and Courses

Pebble Beach Golf Links: Pebble Beach, CA
Spyglass Hill Golf Course: Monterey, CA
Del Monte Golf Course: Monterey, CA
Deerfield Country Club, Newark, DE
Hercules Country Club, Wilmington, DE
Kings Creek Country Club, Rehoboth, DE

Honolulu Country Club, Honolulu, HI
Hartefeld National: Avondale, PA
Brandywine Country Club: Wilmington, DE
Back Creek Golf Course: Middletown, DE
Brantwood Golf Course: Elkton, MD
Waialae Country Club: Honolulu, HI

Regional Malls/Shopping Centers

Concord Mall: Wilmington, DE
Christiana Mall: Newark, DE
Sun Valley Mall: Concord, California
Rehoboth Mall: Rehoboth Beach, Delaware
Prince Kuhio Mall: Island of Hawaii

Brandywine Town Center: Wilmington, DE
Hutzler's Town Center: Towson, Maryland
Preston Park Place: Plano, Texas
Citiview Centre: Fort Worth, Texas
Berkshire Mall, Wyomissing, PA

Healthcare Systems/Universities

Einstein Medical Center: Philadelphia, PA
Beverly Enterprises: Pasadena, CA
Christiana Care Medical Ctr: Newark, DE
University of Delaware: Newark, DE
St. Francis Hospital, Wilmington, DE
Johns Hopkins University: Baltimore, MD

Kennedy Medical Center: Rancocas, NJ
National Medical Enterprises: Los Angeles
University of Penn: Philadelphia, PA
Thomas Jefferson University: Philadelphia
West Chester University: West Chester, PA
Carleton University, Ottawa, Canada

Special Purpose Properties

Fort DeRussy: Honolulu, HI
Comcast Cable Systems: PA, NJ, CA
Westinghouse: Teleprompter Cable
Olmsted Hydroelectric Plant: Provo, Utah
Maunawili Land Hui: Kailua, Hawaii

L.B. Foster Co.: Gulf & Mississippi RR
LB Foster Co.: Chicago & Northwestern RR
Resco: Trash to Steam Facility, Saugus, MA
SCA Services: Solid Waste Landfills, New Jersey, Kentucky, Illinois, Ohio, New York

Marinas & Waterfront Developments

Colgate Palmolive Marina, Jersey City, NJ
Harborview Marina, Baltimore, Maryland
Rehoboth Bay Marina, Dewey Beach, DE
Balboa Yacht Club, Newport Beach, CA

Ala Wai Yacht Basin, Honolulu, Hawaii
Liberty Park Marina, Jersey City, NJ
Baltimore Yachting Center: Baltimore, MD
North East Isles Marina: North East, MD

Energy And Basic Resources Industries

Mobil Oil Refineries: IL, CA, NJ
Coastal Oil Refinery: Eagle Point, NJ
PPG Industries Plants: OH, PA
Conectiv Energy, Wilmington, DE

Long Island Power Authority

GenOn
Delmarva Power
PSE&G, Auburn, New Jersey
Peco Energy, Philadelphia, PA
Paramount Oil Refinery: Paramount, CA
Diamond International Paper Plants: ME,
NH, NY, MA, ID, MO, OR
Carolina Power, Cary, North Carolin

Industrial Facilities (Over 100,000 Sq. Ft.)

General Foods Corp.: CA, DE, NJ, NY, WI
General Electric Co.: PA, NY, MA, CA
Hercules, Inc.: DE, CA, NC, NY, NJ
DuPont Co.: Delaware, New Jersey, Ohio
Black & Decker Company: Hempstead, MD
Johnson & Johnson: New Jersey, Texas,
Georgia, Pennsylvania, Puerto Rico, Florida

Allied Signal: Canada
RCA Corporation: Florida, California
Coca-Cola Company: New York, Tennessee
Campbell Soup Co.: TX, LO, IA, NJ
Reliance Electric: OH, GA, PA, NC, SC, FL
CBS, Inc.: Pennsylvania, New Jersey
MacAndrews & Forbes, Inc.: Camden, NJ

International Assignments

MBNA America: Canada, United Kingdom
J.P. Morgan: United Kingdom
Johnson & Johnson: Mexico, Spain
Exxon/Reliance Electric: Belgium, Germany

York International: United Kingdom, France
Allied Signal: Canada
British Tire and Rubber: Brazil, Argentina

Sample Practitioner Consulting Projects and Assignments

Corporate real estate services on closed plant sites, corporate headquarters, excess properties, and new marketing strategies for underproductive real estate assets for **Agilent, Berkshire Hathaway, Bumblebee, Cal-Maine Foods, Cenveo, Thomas Jefferson University, Patriarch Partners, Sun Capital Partners (see link below), Carlyle**, and other public companies, private equity firms, governments, universities, healthcare systems, and non-profits.

<https://www.dropbox.com/s/fhtj77ua1aoq9ut/Former%20Dallas%20Cowboy%20Emmitt%20Smith%20asking%20Pa.%20for%20%2414M%20to%20build%20techie%20office%20park%20in%20Manayunk.pdf?dl=0>

Provided **MBNA America** with site selection, valuations and counseling on properties throughout the US, Canada and Europe.

Provided **Glatfelter Pulp Wood Company** with valuations and counseling on properties throughout Delaware, Pennsylvania, and Virginia. The counseling assignment led to being retained for the strategic disposition of 17,000 acres of HBU land in Delaware, 40,000 acres in Pennsylvania, 20,000 acres in Virginia over a three year period. We prepared the RFP and marketing packages, managed the bid and acceptance process, and provided strategic input on taking the best offers and negotiating for the highest return for the client.

Represented **Sargent & Lundy** (an engineering firm specializing in nuclear power plant design and construction), with the relocation and occupancy of their new 45,000 square foot regional corporate offices in Wilmington, Delaware. Our services included strategic planning and analysis of their space needs, negotiations with landlords in Class A buildings through an RFP process, negotiating an economic incentive package with the City of Wilmington for their retention, and providing ongoing services on expansion of space in the future.

Counseled **Artesian Water Company** on regional corporate real estate initiatives; including the establishment of new service areas in emerging market areas, monetization of excess real estate assets, and analysis of strategic options for their corporate headquarters building.

Advised several large land developers and builders in **Sussex County, Delaware** on issues relating to the market slowdown for residential projects, financing negotiations and workout consulting as a liaison between the developers and banks, introducing them to new capital partners, branding and marketing strategies design to create new momentum and financial results given the current market conditions (ie., fractional ownership), and day-to-day input on issues that arise out of the rapidly changing market conditions.

Consulted with **Thomas Jefferson University** on real estate initiatives that generated significant real estate cost savings, including the sale of their residence hall portfolio and space optimization studies for the University going forward. We also help to identify opportunity areas for process improvement that reduced operating costs and enhanced their bottom line.

<https://www.dropbox.com/s/iib5cyyazvyt6c2/TJU-Victory-Bldg-article.pdf?dl=0>

Completed a management consulting and strategic planning study for **PECO Energy** (Exelon) relating to optimizing the management of excess real estate assets. Assessed their current process for handling excess non-regulated assets and made recommendations to improve internal processes and lower the annual carrying costs for the real estate department .

Advised **Hercules, Inc.** on property disposition strategy for certain excess real estate assets, including a country club and undeveloped commercial and residential land. We also provided advise on subdivision, zoning and pending condemnation issues.

Provided counseling to **Conectiv Energy** in conjunction with optimizing their unregulated real estate portfolio. Our involvement included providing shareholder value ideas such as sale/leasebacks, cost reduction strategies, benchmarking and post merger integration models to generate earnings benefit to the company from its non-core real estate assets.

Completed pre-announcement plant consolidation studies for **Johnson & Johnson** on locations in Mexico, the Caribbean and ten states within the United States. The studies involved valuing properties, evaluating their adaptability to alternate use and creating strategies for future disposition.

Advised **Comcast Corporation** on a myriad of corporate real estate initiatives including energy deregulation strategies, cable system power delivery reliability, remote status monitoring of the cable system, other cost reduction and merger integration ideas for their geographic clusters of real estate.

Advised **Wawa Food Markets** to undertake a professional review of energy consumption patterns and historical energy usage for their 500+ convenience store chain based in the Delaware Valley. Our recommendations led to a renegotiation of electricity rates and significant energy cost reductions. We also provided advice and guidance on new site locations, sale-leaseback opportunities, and private REIT alternatives.

Consulted with **University of Pennsylvania** in planning and assessing the development potential of key properties within their core campus including the Sansom Commons and Penn Inn projects. Services included a hospitality feasibility and market analysis, creating an RFP process to implement the development plans, and recommendations for retaining engineering, architectural and project management professionals.

From 1994 to 2002, we served as strategic advisor to **Wilmington Renaissance Corporation** (WRC) in revitalizing large blocks of downtown Wilmington through a public/private redevelopment partnership between the private sector and City of Wilmington. We have provided acquisition counseling, financing placements, branding and marketing strategies to enhance the Ship's Tavern/LOMA redevelopment project.

Analyzed the recurring and non-recurring real estate occupancy costs for **IKON Office Solutions**, which was undergoing a global business re-engineering. Tasks included financial models and benchmarking to track the shareholder value impact of transforming their real estate portfolio from 700 to 150 locations.

Completed a strategic overview of the real estate operations and remaining development assets for Radnor Corporation, the real estate subsidiary of **Sun Company**. Developed exit strategies for various assets in Florida, California, Arizona, and New Jersey.

Provided counseling advice to **Amerisource** on the expansion of their existing facility in southern New Jersey and consolidation of several company facilities. Created financial models and benchmarking to measure future real estate cost savings from the consolidation.

Created a marketing strategy for **Hercules, Incorporated** on their Kenvil, New Jersey and Hercules, California sites, which are listed on the national Superfund list. The strategy involved analyzing the future highest and best use of the properties, the timing of environmental clean-up and the phasing of potential land sales, and the potential values to be realized after the remediation is completed.

Provided expert witness testimony on the marketability and re-leasing of the **One Meridian Plaza** building in Philadelphia, which was partially destroyed in a major fire in 1991. Completed a national market survey and hedonic modeling study on the repair plan proposed by the insurance company as compared to the owner's plan.