

SELECTED PROJECT EXPERIENCE

PROJECT PLANNING AND ENTITLEMENT SUPPORT

Gilbert Commons. For Park Corporation with Swaback Partners. Developing revised master plan for 40-acre mixed use project in Gilbert, AZ. Developing economic and development strategies supporting an eventual Master Plan and PUD Amendment submittal. July 2010 to present.

Rifle Airpark Master Plan. For the City of Rifle and Airport Land Partners. Assisted in the development of a specific area plan to be incorporated within the City's General Plan Update for a 725-acre parcel including commercial, industrial and limited residential uses. Coordinated technical consultants and prepared submittal package to the City of Rifle for Annexation and PUD of 624 acres within the specific plan area, and a Preliminary Plan submittal in Fall 2010 and approved January 2012. 2006-present.

Garfield County Airport Complex PUD Amendment. For Garfield County and Airport Land Partners. Prepared and defended submittal of a PUD Amendment for a 700+ acre planned unit development near Rifle, CO. 2009 to present.

San Pedro Overlook. For SPOverlook, LLC/Campbell Corporation. Provided planning, marketing and project management support services for a 102-homesite residential community in Sandia Park, New Mexico. Processed a replat of the subdivision through Sandoval County, successfully defending against legal challenges. 2001-2004.

Four Seasons Private Residences Scottsdale. For SCS/Walton Street Capital, Scottsdale Division. Provided planning and project management support services for a 54-home private residential enclave associated with Four Seasons Resort at Troon North. Processed a replat of an old subdivision through the City of Scottsdale, and secured construction and building permits for infrastructure, community amenities and two model homes. 1999-2001.

McDowell Mountain Ranch. For The Newhall Land and Farming Company, Scottsdale Division. Provided planning and marketing support services for a 4,250-unit master planned community. Responsible for programming all community recreational and "soft" infrastructure facilities. June 1992 – November 1997.

Utah State Land Department Cost Accounting. For SITLA of Utah. Developed a work program designing and specifying implementation of a department-wide cost accounting system. Coordinated with SITLA, Accounting Department and Director's Office. Spring-Summer 2006.

Suey Ranch. For The Newhall Land & Farming Company. Responsible for preparing entitlement planning and financial feasibility analyses for a 40,000 ranch in the Central Coast region of California. 1993 - 1995.

PROJECT AND CONSTRUCTION MANAGEMENT

San Pedro Overlook. For SPOverlook, LLC/Campbell Corporation. Provided planning, marketing and project management support services for a 102-homesite residential community in Sandia Park, New Mexico. Processed a replat of the project, managed infrastructure design and construction including roadways, utilities, community water system, water feature and community facility buildings. 2001-2004.

Four Seasons Private Residences Scottsdale. For SCS/Walton Street Capital, Scottsdale Division. Provided planning and project management support services for a 54-home private residential enclave associated with Four Seasons Resort at Troon North. Managed infrastructure design and construction, managed design and construction of two multi-million dollar model homes including a home marketing and design center. 1999-2001.

PROJECT MARKETING MANAGEMENT

Washington DC BID. For the Downtown Business Improvement District of Washington

April 2012

D.C. with Cundari SFP. Participated on a team providing placebranding and marketing support for a repositioning of the BID. 2006-2007.

River Valley Ranch. For Hines Interests. Provided strategic consulting in the planning and implementation of housing and real estate products, community amenity facilities and marketing programs at the original Gray Ranch in Carbondale, CO. 1996 to 1998.

McDowell Mountain Ranch. For The Newhall Land and Farming Company, Scottsdale Division. Managed marketing program for a 4,250-unit master planned community including programming and managing visitor center, umbrella marketing program and builder marketing program. June 1992 – November 1997.

PUBLIC POLICY AND PLANNING SUPPORT

North End Framework Plan. For Town of Florence, AZ. Performed economic and demographic analysis to establish land use budgets for 729-acre multiple-owner project. Reviewed Town zoning and subdivision ordinances and developing strategies for incentivizing private development. In process, 2010.

Utah State Land Strategic Plan. For SITLA of Utah. Performed demographic, economic and land development analysis for SITLA in support of a ten-year forward looking business plan for the portfolio of properties managed by the Planning and Development Group of SITLA. November 2005.

Rifle Airpark Specific Area Plan. For the City of Rifle and Airport Land Partners. Developed a specific area plan to be incorporated within the City's General Plan Update for a 725-acre parcel including commercial, industrial and limited residential uses. 2006-2007.

Pittsburgh Point. With Pannell Kerr Forster for the Arizona State Land Department. Highest and best use market analysis of the 955-acre mixed-use parcel in Lake Havasu City, Arizona. May 1988.

City of Eloy: Downtown Redevelopment Plan. With The Planning Center for City of Eloy. January 1987.

Phoenix Peripheral Area Study. For Phoenix Planning Department. Economic and regional analysis of the development potential of four peripheral planning areas in Phoenix, Arizona. Prepared fiscal impact analysis of alternative growth strategies. January 1986.

Parker Annex. For the Arizona State Land Department. Study of the land requirements and feasibility of developing an annexed area into a new community. December 1986.

INVESTMENT BANKING PROJECTS

Golf Community, Scottsdale, Arizona. For the Japanese financial partner of a noted master planned community developer. Created and marketed a new financial instrument to improve the cash flow of the project. Program involves sale of existing options contracts to investors on a discounted basis. June 1992.

Thornwood PUD. For Thornwood Ventures of Chicago. Provided development consulting and financing services to prepare and circulate an Investment Memorandum for \$12 million in equity and \$25 million in debt. The project is a 600-acre master planned golf community located in Kane county, Illinois. April 1992.

Oakcrest Country Club. For Oakcrest Partners of Chino Hills, California. Prepared detailed financial analysis and projections of investment returns for a 535-acre, high-end golf and residential community. December 1991.

Development Economics

Phoenix, AZ

April 2012

Harbor Club. For GATX Capital. Provided extensive underwriting support of a \$7 million participating, convertible mortgage including commissioning market studies, engineering and environmental studies, coordinating credit analysis of borrowers, coordinating with attorney's the closing conditions, and preparing internal staff reports to the GATX Finance Committee. August 1991.

LITIGATION SUPPORT

City Of Phoenix v. Cornerstone. For City of Phoenix. Provided research of development and land use conditions within central Phoenix. Prepared financial and land use analysis of condo development patterns in metropolitan Phoenix. Deposed by opposing counsel. 2008 - 2009

City Of Scottsdale v. Toll. For City of Scottsdale/Ayers & Brown. Provided research of and reports on defendant's consultant reports and internal financial documents. Prepared forensic financial analysis of cash flow and project feasibilities. Deposed by opposing counsel. 2006 - 2008

City Of Scottsdale v. Mirabel. For City of Scottsdale Law Department. Provided research and analysis of regulations related to taxation of real estate transactions. 2007

TANC v. Westlake. For Transmission Agency of Northern California. Provided expert testimony and research to the condemnor concerning the economic viability and financial feasibility of a proposed land development. 1992.

Sky Harbor Center. For The City of Phoenix Law Department. Testified in conjunction with cases involving several parcels acquired by the City through eminent domain proceedings. Prepared a land use and economic model of airport area development patterns based upon national case studies. May 1989 to 1991.

Arrowhead Ranch. Assisted in developing case strategy and presentation materials to support appraisals and testimony by the defendant's appraiser for parcels condemned for freeway use. January 1990.

Chrysler Motors. Prepared demographic analysis of gas station trade areas to support client's defense against anti-trust action taken by local dealership. Summer 1986.