

Experience

- btcRE LLC | REimagining the built environment. Somerville, MA**
- October 2011 - Present
Co-Founder and Managing Partner
btcRE is a niche real estate investment and development firm targeting the redevelopment and revitalization of underutilized, mid-sized office, R&D, industrial and retail assets in and around Boston, MA.
- Lead all day-to-day activities of the firm, including investment sourcing and evaluation, structuring of acquisitions and financings, tenant leasing and marketing, budgeting and financial reporting, and overseeing all building operations and construction activity.
 - Consult with diverse Advisory Board for strategic input and advice.
 - Recently completed and sold the firm's first project: 35-37 Medford Street, Somerville, MA
 - Acquired in 2012 after years of underinvestment led to significant deterioration, obsolete and defective building systems, numerous building code violations, and less than 60% occupancy.
 - Brought strong, hands-on ownership presence to day-to-day operations and construction.
 - Completed comprehensive base building renovation program, including new and improved life safety systems, HVAC, restrooms, elevator, common areas, ADA accessibility, and building shell.
 - Leased up to ~100% occupancy through proactive marketing and turnkey tenant fit-outs.
 - Sold to institutional real estate investment fund, generating a ~33% IRR / ~2.5x equity multiple.
- WESTPORT POINT CAPITAL / HARVEST CAPITAL PARTNERS Boston, MA**
- June 2006 - May 2011
Vice President (October 2008 to May 2011); Senior Associate (June 2006 to October 2008)
Westport Point Capital is an opportunistic real estate investment firm, and Harvest Capital is an SEC-registered real estate consulting firm. Both are owned and operated by the same co-founders/principals.
- Real Estate Investment and Asset Management (Westport Point Capital):
 - Joined pre-launch and was the only full-time employee (reporting to the two co-founders).
 - Played a leading role in all acquisitions, dispositions and financings for the firm, including over \$175 million of acquisitions and over \$125 million in total financings for a portfolio of over 650,000 square feet at its peak (all in Boston CBD markets).
 - Conducted investment due diligence and analysis, negotiated legal agreements, sourced and implemented financing, coordinated leasing and construction activities, oversaw diverse teams of professional service providers, prepared routine and ad hoc reporting.
 - Real Estate Advisory and Consulting (Harvest Capital Partners):
 - Served an institutional client owning diversified real estate assets across all major product types and geographic regions (~\$2 billion in direct real estate holdings).
 - Advised on portfolio construction, investment structures, allocations, asset due diligence, distressed funds, direct separate account portfolio management, and real estate fund and manager evaluations.
 - Prepared and presented numerous reports, analyses, and recommendations to client.
- TEACHERSCOUNT New York, NY**
- March 2003 - August 2004
Director of Operations
Non-profit organization that provides programs and services for the teaching community nationwide.
- Managed all daily activities, including fundraising, communications, budgeting and financial reporting, as well as new program development and partnership stewardship.
 - Led small staff of employees and volunteers to develop and launch www.TeachersCount.org, the TeachersDisCount program, fundraising events, press coverage and national social marketing campaign.
- THE BLACKSTONE GROUP, Blackstone Mezzanine Partners New York, NY**
- July 2000 - June 2002
Financial Analyst
Leveraged buyout investment fund with ~\$1.1 billion under management at the time.
- Performed comprehensive investment due diligence and portfolio monitoring, including financial modeling, meetings with senior managers, on-site inspections and legal documentation.
 - Analyzed investments across industries and across the capital structure, including senior debt, subordinated debt, preferred equity, common equity and equity warrants.
 - Produced extensive written and verbal communications, including Investment Committee reports and presentations to senior partners and outside parties.

Published Works

***City of Somerville: Developing an Activity-Based Budget for the Traffic Unit (B)*
(Harvard University, 2011) | Co-Author**

Co-wrote Case Study on the implementation of budget reform in the City of Somerville, including a detailed description of the activity-based costing process, case discussion questions, Excel templates, and teaching notes; guest-lectured and ran case study discussion at Harvard Kennedy School in Fall 2011.

Getting Started in Security Analysis, Second Edition (John Wiley & Sons, 2009) | Co-Author

Co-wrote an introductory text on fundamental security analysis, covering accounting, investment mathematics, fixed income, equities, real estate and portfolio management; part of John Wiley's "Getting Started In" series; released worldwide in 2009. Specific topics include:

- Accounting methods and policies, financial statement preparation and analysis, cash flow calculations and valuation techniques, short-term and long-term debt metrics, corporate finance, modern portfolio theory
- Case Studies and Problem Sets in each chapter

Pension Reform in California (Harvard University, 2006) | Author

Wrote Harvard Kennedy School Case Study on the financial and political ramifications of Governor Arnold Schwarzenegger's pension reform efforts, under the advisement of Elizabeth Keating, Lecturer on Law at the Harvard Law School and Senior Research Fellow at the Hauser Center on Nonprofit Organizations.

***Workers Who Care: A Graphical Profile of the Frontline Health and Health Care Workforce*
(Robert Wood Johnson Foundation, 2006) | Project Analyst**

Provided research and analysis for a study of health and health care workforce occupational data.

Community Engagement and Affiliations

- Somerville Chamber of Commerce – Member of Board of Directors and Government Affairs Committee
 - Urban Land Institute (ULI) – Urban Development Council Member; "UrbanPlan" Volunteer
 - Italian Home for Children, Jumpstart, Neighborhood of Affordable Housing, YWCA – Volunteer
 - Real Estate Finance Association, CFA Institute, Boston Security Analysts Society – Member
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Education and Credentials

HARVARD KENNEDY SCHOOL

Cambridge, MA

Master in Public Policy (June 2006). Focus in urban economic development, housing and public finance.

- Teaching Fellow for Public Budgeting and Financial Management. Taught weekly graduate-level review sessions; winner of Dean's Award for Excellence in Student Teaching.
- Taubman Center Urban Prize winner for policy analysis of Community Development Venture Capital.
- Summer 2005: Served as financial consultant to U.S. National Park Service in Flagstaff, AZ.

UNIVERSITY OF PENNSYLVANIA, THE WHARTON SCHOOL

Philadelphia, PA

B.S. *summa cum laude* (May 2000). GPA 3.91. Majors in Finance and Accounting; minor in History.

- Graduate-level accounting and finance coursework (courses co-listed with Wharton MBA program).
- Teaching Assistant for Managerial Accounting.
- Summer internships with J.P. Morgan Investment Management (1999) and Standard & Poor's (1998).

CHARTERED FINANCIAL ANALYST (CFA)

Widely considered the most respected and recognized investment management designation in the world. Required body of knowledge covers:

- Advanced accounting principles and techniques (including US GAAP, IASB and IFRS).
- Financial structuring, such as working capital, dividend policy and off-balance-sheet vehicles.
- Equity, credit, derivatives (forwards, futures, options and swaps), and alternative investment analysis.
- Asset allocation, investment portfolio construction and performance benchmarking.