

Faith Backus, subcontractor to Allan D. Kotin & Associates

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Qualifications in Real Estate Economics

Specialist in assisting real estate decision-makers by providing financial and economic consulting for all types of real estate developments and investments. Emphasis on public-private joint ventures, particularly ground leases with public sector lessors. Experienced with commercial, entertainment retail, residential, hotel, office, industrial and marina properties.

Expertise includes:

- Financial feasibility analysis
- Deal structuring
- Negotiation support
- Property acquisition and disposition
- Public forum presentations and workshops
- Preparation and analysis of development pro forma projections
- Developer selection
- Litigation support
- Redevelopment projects
- Marina leases and concessions
- Request for Proposal preparation and response evaluation
- Asset management strategies

Illustrative Assignments

- Provides analytic support to Forest City Development for various public-private retail projects.
- Advises the Los Angeles County Department of Beaches and Harbor in its administration and redevelopment of over 50 long-term ground leases in Marina del Rey. Specific assignments include arbitration support for ground lease renegotiations; analyzing the County's position with respect to nine-parcel bankruptcy; issuing RFPs and reviewing responses for hotel, apartment, anchorage and retail redevelopment projects; negotiating lease extensions including redevelopment programs; assisting the Director in developing a long-term asset management strategy for second generation development; and evaluating proposals for lease of the Gladstone's restaurant site in Malibu.
- Assists the City of Cerritos in its redevelopment program, including ongoing support for the administration of ten complex ground leases for office and retail properties.
- Analyzed feasibility for entertainment retail projects and other entertainment products for development branch of Universal Studios.
- Provided analytical support for negotiation of \$250 million mixed-use ground leased joint development project between the Bay Area Rapid Transit Authority (BART) and the Contra Costa County Redevelopment Agency.
- Prepared an asset management strategy for three surplus educational sites (owned by a community college district) including analysis of alternative disposition strategies, feasibility of different development options, and other non-financial issues affecting potential development.
- Evaluated a proposed leasehold condo conversion project, analyzing the impact of market conditions, maintenance issues, financing constraints and projected HOA dues.
- Developed and taught portions of seminar designed to train redevelopment professional in how to review and analyze development pro formas.

Faith Backus, continued

Professional History

Freelance Consultant to Allan D. Kotin & Associates, Inc.

June, 2001 to Present

Continuation of financial consulting assignments for various clients, as described above.

PCR Kotin, Los Angeles, CA

(formerly Kotin, Regan & Mouchly, Inc.; Sedway Kotin Mouchly Group; and KMG Consulting)

1987 to June, 2001

Project Manager for financial and economics consulting engagements for public and private sector clients. Interface with clients, public agencies, elected officials, governing bodies, and private Boards of Directors. Direct the work of consulting associates. Develop budgets and schedules.

Ultrasystems, Inc., El Segundo, CA; Sanders Associates, Nashua, NH

1980 to 1982; 1984 to 1987

Software Engineer specializing in signal processing systems for ground- and air-based platforms. Division financial analyst responsible for P&L projections, profitability analysis and reporting. Project manager for MIS and technical software development projects supporting the US Air Force.

Professional References

Allan D. Kotin, Principal, Allan D. Kotin & Associates, (213) 623-3841

Kerry Silverstrom, Chief Deputy Director, LA County Dept. of Beaches and Harbors, (310) 305-9527

Roger Moliere, Exec. Director of Real Estate Property Management and Development, MTA, (213) 922-2225 (formerly Chief Deputy for Real Estate at LA County Dept. of Beaches and Harbors)

Jim Rabe, Keyser Marston Associates (former colleague at PCR Kotin), (213) 622-8095

Torrey Contreras, Director of Community Development, City of Cerritos, (562) 916-1201

Education

MBA, with honors, Joint Degree in Finance and Decision Sciences from The Wharton School at The University of Pennsylvania, 1984

BS, cum laude, in Mathematics and Economics, University of New Hampshire, 1979

Attended McGill University, Montreal, Canada, 1975 - 1977

Professional Affiliations

Former President, CFO and VP of CREW-LA (the Los Angeles affiliate of The CREW Network, Commercial Real Estate Women)

Former member of Lambda Alpha International (honorary Land Economics Society)