

## ANDREW KAPLAN, VICE PRESIDENT

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Andrew Kaplan joined EPS in 2011 with a strong real estate background as a consultant, developer, asset manager, and business writer. He has significant experience with retail and mixed-use development, redevelopment, public-private partnerships, financial analysis, design development, and project management.

### SELECTED PROJECT MANAGEMENT EXPERIENCE

#### Hispanic Retail Group

At Forest City Enterprises, a publicly traded national developer (FCE), Andrew oversaw development and asset management activities for Hispanic Retail Group (HRG), an initiative by the developer to directly address the retail and destination needs of this growing segment. HRG, with a large pension fund as its primary equity partner, comprised a \$45 million portfolio of redevelopment properties totaling 500,000 square feet of mall retail in Yuma, Arizona, and El Centro and Coachella, California. HRG employed targeted design, tenancing, and programming strategies, backed by careful market analysis and supported by design and leasing specialists, to achieve its goals.

#### University Village San Marcos Development Strategy

As a subcontractor with Allan D. Kotin & Associates (ADK&A), Andrew was hired by the developer of a proposed mixed-use infill project on 37 acres directly adjacent to Cal State San Marcos. ADK&A was charged with creating an operating proforma, estimating fiscal benefits, devising an infrastructure financing plan, and articulating assistance strategy to address City goals, achieve financial feasibility, and conform to the requirements of the specific plan.

#### Frisco North Master Plan Development Strategy

Allan D. Kotin & Associates (ADK&A) was hired by the developer to provide financing and assistance strategy for a proposed master plan on 325 acres in Texas. ADK&A prepared a preliminary land use plan and program, created initial proforma estimates for retail, office, multifamily, and residential land uses, projected fiscal and economic benefits, proposed public financing mechanisms for infrastructure, and provided negotiation support and framework for assistance strategy.

#### Victoria Gardens Cultural Center Plaza Redesign

At Forest City Enterprises, Andrew directed the conceptual design process for the redesign of Cultural Center Plaza, a public component of the award-winning town center development in Rancho Cucamonga. The primary challenge was to integrate the needs of public and private stakeholders in a design that would function as an entry into the retail environment, a gathering place for performances at the Cultural Center, a staging area for town events, and an informal public space for visitors. The design process included a series of charrettes and inputs from all stakeholders.

### EDUCATION

Master of Arts, Real Estate Development, University of Southern California, Los Angeles, California, 2005

Master of Business Administration, Columbia Business School, New York, New York, 1999

Bachelor of Arts with Honors, History and Literature of Russia, Harvard College, Cambridge, Massachusetts, 1992

### PREVIOUS EMPLOYMENT

Subcontractor with Allan D. Kotin & Associates (ADK&A), (2010-2011)

Project Developer, Forest City Enterprises, Los Angeles, CA (2005-2009)

Consultant, Media and Entertainment Strategy, IBM Global Business Services (formerly PricewaterhouseCoopers Consulting) (1999-2003)

Associate Consultant, GeoPartners Research, Inc. (1994-1997)

Writer, *Frommers Eastern Europe on \$30 a Day* (1993-1994)

Researcher, Newsweek Magazine, Moscow Russia (1993)

Writer, Editor, Managing Editor, *Let's Go Travel Guides* (1990-1992)

### AFFILIATIONS

International Council of Shopping Centers

Urban Land Institute

Westside Urban Forum

*The Economics of Land Use*



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