



CHRISTOPHER LEE

Qualifications in Real Estate Consulting Services

Christopher Lee brings with him over 30 years of experience in strategic and long-range planning, performance improvement, compensation and organizational development within the real estate industry. Mr. Lee's background, which includes diversified experience in real estate development, land-use economics, strategic planning, investment analysis, workouts, mergers/acquisitions, compensation, finance, and performance benchmarking, enables him to contribute an interdisciplinary approach to the overall process of analyzing and guiding real estate organizations and project teams.

Mr. Lee's areas of specialization include the following:

- Preparation of strategic and long-range business plans, development of optimal organizational structures and facilitation of strategic, leadership and management retreats;
- Analysis and determination of real estate investment opportunities and constraints;
- Operational and organizational audit/assessments to maximize profitability, performance and productivity;
- Assessment, design/development and implementation of Executive, Management and Company salary, annual and long-term incentive compensation programs;
- Merger and acquisition assistance;
- Creation of branding, marketing and business development strategies and plans;
- Interim management of real estate organizations in transition (including Executive Coaching);
- Concept development, product identification, leasing strategies and product positioning;
- Preparation of corporate asset maximization succession and governance plans;
- Tenant/resident, client, broker and employee satisfaction measurement programs.

Mr. Lee has been actively involved with many real estate companies as well as the financial planning and development of office, retail, mixed-use, lodging, industrial and residential projects. Mr. Lee has conducted assignments for JPI, Grubb & Ellis, Cushman & Wakefield, Madison Marquette, Weitzman Group, Apartment Realty Advisors, Legacy Partners, IREM, Shorenstein Company, BOMA, U.S. Dept. of Defense, General Services Admin., National Association of Realtors, RREEF, Transwestern, Crescent Real Estate Equities, Liberty Property Trust, Jones Lang LaSalle, CB Richard Ellis, AvalonBay Communities; Brandywine Realty Trust, Opus Corporation, PM Realty, Corporate Office Properties, Boston Properties, LNR, Robert Bass Group, Lowe Enterprises and most of the nation's largest REITs. In addition, Mr. Lee has directed the preparation of nearly 6,500 preliminary business plans for troubled assets, was involved in the liquidation of 30 savings and loans, directed several secondary marketing transactions, and developed the initial, nationwide troubled asset review data system for the Federal Home Loan Bank Board.

Mr. Lee has been published in national journals, has been a keynote speaker at conferences sponsored by national associations and has served on a special task force appointed by the Governor of California to formulate a ten-year, statewide plan for the development of California's outdoor resources. Mr. Lee co-authored a book on the Development Process for hotel facilities, and authored a book entitled Leading a Real Estate Company: Winning Management Strategies for the Next Decade. In addition, Mr. Lee has served on the Board of Directors for the Cogdell Spencer REIT, Advisory Board for Apartment Finance magazine, and the Advisory Board for the Business School and the Real Estate School at SDSU. He is a member of IFMA, the Urban Land Institute and the National Multifamily Housing Council, and the U.S. Green Building Council. He has authored many articles on real estate strategy, compensation, and performance benchmarking which have appeared in a number of national professional magazines. Mr. Lee also serves as the editor for Strategic Advantage, a nationwide publication received by 17,000 senior executives of real estate companies.

Mr. Lee received his B.S. degree from San Diego State University, an M.S. degree from San Jose State University and his Ph.D. in Management and Organizational Development from Alliant University. Perhaps the best indicator of the demand for Mr. Lee's expertise is the fact that he has over 6,000,000 frequent flyer miles.