

**Curriculum Vitae**  
**David J. Wilk, DBA, MAI, CRE**

**Current Academic and Professional Practice Activities**

Assistant Professor of Finance & Academic Director – Real Estate Program, Temple University Fox School of Business, Philadelphia, PA, (2018 to present)

<https://www.fox.temple.edu/directory/david-j-wilk-tuk01413>

Founder, i3o, LLC – Creating Value for Real Estate, People, and Places through Real Estate Innovation, Hockessin, DE ([www.i3o.us](http://www.i3o.us))

Founder and Broker of Record, Corporate Property Strategies, LLC, Real Estate Brokerage & Counseling Firm, Hockessin, DE (2014 to present)

Developer of the **CREED**® app ([www.thecreedapp.com](http://www.thecreedapp.com)), co-innovated with SAP RE Team  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:700afc43-c0bc-45da-b0d8-fcc280888904> (2014 to present)

**Educational Background**

Doctor of Business Administration, Temple University Fox School of Business, May 2023

Master of Science, Real Estate & Infrastructure, Johns Hopkins University, May 2016

Bachelor of Science, Business Administration - University of Delaware, 1977

**Professional Designations, Memberships and Affiliations**

CRE (Counselor of Real Estate) – Counselors of Real Estate (<https://cre.org/about/>)  
Member #2037, (2000 to present)

MAI (Member of Appraisal Institute) - Appraisal Institute ([www.appraisalinstitute.org](http://www.appraisalinstitute.org)),  
Member #7174 (1985 to present)

Certified General Real Estate Appraiser - DE, MD, FL (inactive), Washington, DC

Licensed Real Estate Broker – State of Delaware, RB-0002167 (1987 to present)  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:b70c0388-1b19-4b36-88b0-6b6a0ce2cbc2>

**Academic Experience (1987 to 2018)**

Adjunct Professor, Johns Hopkins University Carey Business School, Master of Science in Real Estate and Infrastructure Program, Baltimore and Washington, DC. 2012-2017  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:0d6b1fd2-45bc-47ac-a267-a1a26afa4ebb>

Adjunct Professor & Capstone Advisor, Georgetown University SCS, Master of Professional Studies in Real Estate Program, Washington, DC. 2016-2018

Adjunct Professor and RE Program Lead, Finance Department, University of Delaware, Newark, DE, 1989 to 2012. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:57016314-c435-4aca-a883-ab700e016f44>

Appraisal Institute, Faculty Member, Teaching Valuation, Standards of Professional Practice, and Income Capitalization Analysis, 1987-1992

University of Delaware, Instructor - RE CE and Appraisal Licensing Courses, 1987-1993

Widener University, Instructor - RE CE and Appraisal Licensing Courses, 1987-1991

### **Professional Experience (Concurrent with Academic Activities)**

Managing Director, RE Infrastructure and Optimization, Colliers International, Wash., DC  
<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:f0fb709d-ad4d-4816-8202-8547d4d3099e> – 2018 to 2023

National Chair, Corporate RE Services, SVN Corporate Property Strategies, 2009 to 2017, Innovator of the Year Award – 2014, Achiever Award – 2012, 2013, 2015, 2017

National Managing Director, Corporate Real Estate Management Consulting (“CREMC”) Group, Duff & Phelps, LLC Philadelphia, PA – 2008 to 2009

Founder and CEO, Greystone Realty Advisors, Inc., Wilmington, Delaware, 1997 to 2008 Real Estate Valuation & Management Consulting firm (acquired by Duff & Phelps in 2008)

Regional Director (Senior Manager), Corporate Real Estate Management Consulting Group, Ernst & Young, LLP, Middle Atlantic – 1995 to 1997

Practice Director - Real Estate Valuation Services Group – Corporate Services, Arthur Andersen LLP, Philadelphia, Pennsylvania – 1993 to 1995

Founder and CEO, David Wilk & Associates, Wilmington, DE, 1987 to 1993 (acquired by Arthur Andersen in 1993)

National Director - Valuation Services, Kenneth Leventhal & Co., Los Angeles, CA, 1986 to 1987

Senior Manager, Real Estate Valuation Group, Western U.S and Hawaii - Arthur D. Little Valuation, Inc., Woodland Hills, California, 1983 to 1986

Staff and Senior Consultant, Valuation Research Corp., Princeton, NJ, 1978 to 1983

Property Tax Reassessment Analyst, Appraisal Surveys, Cherry Hill, NJ, 1977 to 1978

### **Geographic Experience**

Real estate valuation and counseling assignments completed in 49 states in the U.S., Europe, South America, Canada, Mexico, Asia, and the South Pacific (Micronesia)

### **Expert Witness and Testimony Experience**

Qualified as an expert witness for litigation and appellate proceedings in California, Hawaii, Delaware, Pennsylvania, New Jersey, Illinois, Maryland, Connecticut, Virginia, North Carolina, Ohio, New York, Massachusetts, Maine and Florida

## Community and University Service Highlights and Recognition

Fox Student opening doors for a future in the real estate industry. December 2024  
<https://www3.fox.temple.edu/discover/news/2024/12/12/fox-student-opening-doors-for-a-future-in-the-real-estate-industry/>

Friends of Hockessin Colored School #107C, Inc. (501c3), Board Chair and Interim CEO ([www.hockessincoloredschool107.org](http://www.hockessincoloredschool107.org)) – Transformed a former Colored School in Delaware with a monumental role in Brown v. Board into a National Park Service Historical Park and Center for Diversity, Inclusion & Social Equity. (2012-present)  
<https://youtu.be/QhBClyD8MdA?si=WQbZxtWWYns00Mp7> (“Return to 107C” Video)

Collaboration with TU team led by Dr. Jonathan Reiter, Jerry Leva, and Temple RE (Marty Onzik & Gina Rubinic) on energy infrastructure (PGW), a new restaurant tenant, and student-based community engagement on the Innovation Corridor concept. (2021-24)  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:95ff001a-35c3-497a-97f9-2f3cefd131f6>

Temple iNest launch and Innovation Corridor Catalyst Project – collaboration with Stephen Nappi and Temple RE team on connecting this new ecosystem with main campus student experiential learning constructs as part of an Innovation Corridor vision. March 2024  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8e31e51e-00a5-4ddb-854f-9f3682a5ab61>

Real estate mentorship, visits, and presentations in partnership with Fox Admissions at West Philadelphia HS, Haddonfield Memorial HS, and Liquori Academy. (June 2024)  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:d4b918cb-5949-4676-84d6-9da9076d761b>

Hockessin Colored School #107C Brown v. Board of Education 70th Anniversary Event, Letter and Proclamation from President and First Lady Joe and Jill Biden, May 17, 2024.  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:69ed2f01-9233-48cd-84ec-05dc0c87c6c3> (Letter), [https://www.whitehouse.gov/briefing-room/presidential-actions/2024/05/16/a-proclamation-on-70th-anniversary-brown-v-board-of-education/?utm\\_source=link](https://www.whitehouse.gov/briefing-room/presidential-actions/2024/05/16/a-proclamation-on-70th-anniversary-brown-v-board-of-education/?utm_source=link) (Proclamation)

CCIM Institute DE-PA-NJ Chapter – University Champion of the Year,  
(<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8346b43a-bd38-4892-bca6-3e2beb8597e5>) December 2023

Appraisal Institute ([www.appraisalinstitute.org](http://www.appraisalinstitute.org)), National University Relations Committee, Chicago, IL (2023 to present)

Appraisal Institute ([www.appraisalinstitute.org](http://www.appraisalinstitute.org)), Philadelphia Board Member (2019 to 2024)

Counselors of Real Estate ([www.cre.org](http://www.cre.org)), National Ethics & Bylaws Committee (2024)

Counselors of Real Estate ([www.cre.org](http://www.cre.org)), Delaware Valley Chapter Co- Chair (2023-24)

Fox Article on My Most Memorable Class, Part 2, February 2023  
<https://www3.fox.temple.edu/discover/news/2023/02/23/my-most-memorable-class-part-2/>

Fox article on “The revitalization of Philly’s small business community”, January 2023  
<https://www3.fox.temple.edu/discover/news/2023/01/27/big-impact-through-small-business-the-revitalization-of-phillys-small-business-community/>

Fox Article on The Fox School's Unsung Heroes, May 2023

<https://www3.fox.temple.edu/discover/news/2023/05/19/the-fox-schools-unsung-heroes/>

Temple University Student Government Association President – Student recognition

(<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7215dda3-b7af-4229-a52b-b96602d30c63>), March 2022

President Biden video message for Hockessin Colored School #107C on Brown v. Board of Education Day in May 2022 <https://app.frame.io/r/ef6015c4-938f-4f42-a707-3d749af0dae3>

Article from Carolina Panorama on President Biden signing bill making Hockessin Colored School #107C a National Historical Park under Brown v. Board, May 2022

[https://www.carolinapanorama.com/news/president-biden-signs-brown-v-board-of-education-national-historical-park-expansion-and-redesignation-act/article\\_06718176-d225-11ec-8cea-ebdc2599cef7.html](https://www.carolinapanorama.com/news/president-biden-signs-brown-v-board-of-education-national-historical-park-expansion-and-redesignation-act/article_06718176-d225-11ec-8cea-ebdc2599cef7.html) May 2022

Commercial Appraisal Institute, Metro Philadelphia Chapter, Felice A. Rocca, Jr. Memorial Award (<https://aiphilametro.org/about/chapter-awards/>) December 2021

Collaborating on an “Acres of Diamonds Innovation District a” vision with other TU colleges, VP of Research, Temple's RE team, and PGW, based on an initial strategy developed through a student experiential learning module in FIN 3525 class, and a PGW RFI in March 2021. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7b24bb1d-5d83-48f9-8e90-c1f03f5403bb>

Hockessin Colored School Prepares for Its New Future, Delaware Today Magazine (2022). <https://delawaretoday.com/life-style/hockessin-colored-school/>

Ribbon Cutting Article, Hockessin Colored School #107C National Park Historical Site under Brown v. Board of Education, (December 2022).

<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3cf4451a-e4cb-479c-ad88-02b82648a016>

Hockessin School #107C collaboration with Tyler Architecture graduate students (2020, 2021) <https://tyler.temple.edu/re-envisioning-hockessin-colored-school-107>

Market Investigator and diplomatic liaison for Patrick P. Lee Foundation, Roswell Park Cancer Institute and Cuba's Center for Molecular Immunology on a new cancer vaccine (leading to FDA approved clinical trials on Cimavax) 2012, 2013

<https://www.roswellpark.org/media/news/gov-cuomo-announces-landmark-roswell-park-study-bringing-cuban-lung-cancer-vaccine-us>

Developed Funded and Presented Eleven (11) Real Estate Symposia at University of Delaware (2012, 2016), Perdue Business School at Salisbury University (2013), Florida Atlantic University (2014), Delaware State University (2014), University of Illinois (2015, 2017), University of Washington (2016), Johns Hopkins University (2016), and Temple University (2019 and 2021). <https://youtu.be/5clqvKVgt5c>

Hopkins CityLab – Co-teaching and mentoring business students at the Carey Business School on CityLab Urban Social Entrepreneurship Projects in Baltimore, Wilmington, DC.

<http://www.delawareonline.com/story/news/local/2016/04/19/rebuilding-downtrodden-neighborhoods/82808454/>, <http://www.citylabsusa.com/citylab-academic-team.html>

Jewish Historical Society of Delaware ([www.jhsd.org](http://www.jhsd.org)), Board Member & President (2024)

Ministry of Caring ([www.ministryofcaring.org](http://www.ministryofcaring.org)) – Sacred Heart Housing Board Member, Wilmington, DE, 2005 to present

Sperry Van Ness, International ([www.svn.com](http://www.svn.com)) National Innovator of the Year Award – 2014 (<https://svn.com/insights/2014-svn-specialty-award-winners/>)

Sperry Van Ness, Int'l ([www.svn.com](http://www.svn.com)) Achiever Award – 2012, 2013, 2015, 2017 (<https://sbybiz.org/svn-takes-home-awards-at-2015-svn-national-conference/>)

Responsible for the Passage of State of DE Enabling Legislation for TIF and SDD Usage <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:6f4381be-7911-4386-b93c-c06bc525c581> (2002)

### **Courses Taught and Developed (Undergraduate, Graduate and Continuing Education)**

Developed and obtained MPC and BOT approvals for a MSRE, MBA RE Concentration, and Graduate Certificate. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:9cc85200-d38a-4579-968f-8e123834ecdc> (2019 to 2023)

Enterprise Real Estate Optimization MBA Course (RE 5102). Fox Business School, Finance Department, Temple University, Spring, 2023

Real Estate Valuation and Market Analysis MBA Course (RE 5105) Fox Business School, Finance Department, Temple University, Spring 2022.

Commercial Real Estate Analysis (FIN 3514). Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2018, 2019, 2020, and 2022

Seminar in Real Estate (FIN 4597 - Capstone). Fox Business School, Finance Department, Temple University, Spring, 2018, 2019, 2020, 2021, 2022, 2023, and 2024

Real Estate Finance & Investment (FIN 3509). Fox Business School, Finance Department, Temple University, Philadelphia, PA, Fall, 2018, 2019, 2020, 2021, 2023, and 2024

Real Estate Development (FIN 3525). Fox Business School, Finance Department, Temple University, Philadelphia, PA, Fall, 2018, 2019, 2020, 2021, 2022 and 2024

Management of Corporate Real Estate Assets (RE 3525). Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2019, 2021, 2022, 2023, & 2024

Infrastructure Development for Sustainable Cities (MBA Course). Johns Hopkins Carey Business School, Baltimore, MD and Washington, DC, Spring 1 and Spring 2, 2017

Real Estate Entrepreneurship (MBA Course). Johns Hopkins University Carey Business School, Baltimore, MD and Washington, DC, 2016 and 2017

Foundations of Real Estate Finance – MPRE 621. Georgetown University SCS, Washington, DC, 2016 to 2017

MBA Real Estate Finance - FIN 854. University of Delaware, Alfred Lerner College of Business and Economics, Newark, Delaware, 2002 to 2006

Real Estate Development and Investment - FIN 467. University of Delaware, Lerner College of Business and Economics, Finance Department, Newark, DE, 2008 to 2012

Real Estate Finance - FIN 417, University of Delaware, Lerner College of Business and Economics, Newark, Delaware, 1989 to 2012

Standards of Professional Practice, Appraisal Institute, 1988-1995

Real Estate Appraisal, University of Delaware & Widener University, 1987-1995

Land Development & Subdivision, University of Delaware, Widener University 1987-1992

Selecting/Financing Income Properties, University of Delaware, 1987-1992

## **Academic Research, Publications, Keynotes, Industry Presentations and Articles**

Doctoral Dissertation – Don't Overlook Your Largest Asset Class: Value Creation through Enterprise Real Estate Optimization, Temple Univ. Fox School of Business, May 2023.  
<http://dx.doi.org/10.34944/dspace/8433>

Enterprise Value Creation through Real Estate and Human Capital Optimization - Thomson Reuters RE Review Journal, Vol. 49, No.1, Fall 2020. Co-authored Article  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:1ec43a46-24f0-4645-be87-9fcaa68483ad>

NAR Settlement and Impact on Residential Real Estate – DE Today Magazine Article, July 2024. <https://delawaretoday.com/life-style/residential-real-estate-transactions/>

Reassessments in Delaware: What You Should Know – DE Today Article, July 2024  
<https://delawaretoday.com/life-style/home-garden/home-reassessments/>

"Walking Through the Door Again" – Delaware Lawyer Magazine Article, May 2024  
<https://digital-editions.todaymediacustom.com/delaware-lawyer/issue-1-2024/#p=2>

AI and Real Estate: The Promise, Potential and Pitfalls, Presentation to the CIRC (Commercial Industrial Realty Council) Monthly Meeting, Wilmington, DE. February 2024  
[https://www.circdelaware.org/content.aspx?page\\_id=4002&club\\_id=598115&item\\_id=2193876](https://www.circdelaware.org/content.aspx?page_id=4002&club_id=598115&item_id=2193876)

AI and Real Estate: The Promise, Potential and Pitfalls, Presentation at the Annual Conference of the Northern California Chapter of the Appraisal Institute. October 2023  
<https://www.dropbox.com/scl/fi/c9pdaahc3di746cu6j7rg/Northern-California-Chapter-of-the-Appraisal-Institute-Dr.-David-Wilk-AI-Closing-Session-10-27-23-1.pdf?rlkey=zdhgf5q1pe22i8we7rprvrs5e&dl=0>

RE Update for Philadelphia Region - Bond Club of Philadelphia Keynote  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:5e7beea0-c3c9-476b-9a71-38a0a4f7562a> September 2023  
[https://www.linkedin.com/posts/the-bond-club-of-philadelphia\\_thank-you-to-everyone-who-participated-in-activity-7111002405302882306-sdub?utm\\_source=share&utm\\_medium=member\\_ios](https://www.linkedin.com/posts/the-bond-club-of-philadelphia_thank-you-to-everyone-who-participated-in-activity-7111002405302882306-sdub?utm_source=share&utm_medium=member_ios)

IFMA (International Facility Management Association Meeting at Hockessin #107C  
<https://www.facebook.com/IFMADelaware/posts/what-a-fantastic-meeting-today-at-the-hockessin-colored-school-107c-special-than/728570585964210/> September 2023

Green Energy Trends and Valuation Insights, Appraisal Institute Philadelphia, Fall 2022  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8d31d8e2-fc21-4858-8be9-de1630a755f1>

Infrastructure 101 – Co-authored Delaware State Chamber Magazine Article, June 2021  
<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:421ab531-22e9-3fa4-8d6b-d78a7cd5d237>

Infrastructure & Energy Innovation, Appraisal Institute NorCal Annual Conference Keynote, San Francisco Conference Center October 2022 <https://norcal-ai.org/wp-content/uploads/2022/10/2022-Fall-Conference-Brochure-v4.pdf>

Real Estate Career Pathways and Avenues towards Investment Success (Teaser Video) <https://www.linkedin.com/feed/update/urn:li:activity:6643200865043795968> - Spring 2020  
Opportunity Zone Workshop, Akerman & Temple University Health Systems, Philadelphia, PA, January 2020 <https://www.akerman.com/en/perspectives/akerman-hosts-north-philadelphia-opportunity-zone-workshop.html>

Place-Making, Asset Optimization, & Inclusive Economic Development, Delaware State Chamber of Commerce Magazine Article, December 2019  
<https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:a67fb825-2481-35f0-90f9-07d5c4a6fcc2>

Place-Making Principles Key in Transforming Underutilized Real Estate, NAIOP, Maryland Chapter, November 2019 <https://www.naiopmd.org/news/placemaking-principles-key-in-transforming-under-utilized-real-estate/>

Public Private Partnerships (P3's) and Infrastructure, 10<sup>th</sup> Annual Saul Ewing Arnstein & Lehr Real Estate Conference, Baltimore Convention Center (Inner Harbor), MD, November 2018 <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:f7f02634-84bb-4e84-b9d6-e64db1872d66>

Workplace and Enterprise RE Optimization - SAP Podcasts – June and October 2018  
[www.voiceamerica.com/promo/episode/107852](http://www.voiceamerica.com/promo/episode/107852)  
[www.voiceamerica.com/promo/episode/109720](http://www.voiceamerica.com/promo/episode/109720)

Optimizing Analytics for Facilities Innovation, Center for Advanced Manufacturing at Puget Sound, Emerald Downs, Seattle, Washington, June 2016

City Labs Graduate Course, Johns Hopkins Carey Business School, Baltimore, Reimagining Undervalued Neighborhoods with “Existing Residents In-Place” Oct. 2014  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fbaaa579-acba-476d-aaa5-957a3054397f>

Advantage Wilmington – A Day of Strategic Marketing, CoreNet Global/City of Wilmington Office of Economic Development, Wilmington, Delaware, 2002

Strategic Marketing Plans on Redevelopment Projects, Appraisal Institute Delaware Chapter, Wilmington, Delaware, 2002

Tax Increment and Special Development District Financing (TIF & SDD) in Delaware, DE Public Policy Institute, Wilmington Renaissance Corp., 1999

Retail Development in the City of Wilmington, Wilmington Renaissance Corporation Summit, Wilmington, Delaware, 1999

Corporate Real Estate - Best Practices, Benchmarking and Process Improvement, Ernst & Young, LLP, Management Seminar, Princeton, New Jersey, 1996

Benchmarking, Best Practices and Corporate Reengineering – Real Estate, American Society of Pharmaceutical Engineers, Valley Forge, Pennsylvania, 1995

Corporate Real Estate – Property Performance Enhancement, Benchmarking and Site Selection, Ernst & Young/Kenneth Leventhal Seminar, Los Angeles, CA 1995

Delaware Today Magazine

Monthly column on commercial, industrial, residential, institutional, RE topics, 1994-1996  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:2c0c8453-0d1c-4c6a-85e0-bad5ffdb0f74>

## **Academic Symposia Presented and Case Competitions**

Real Estate & Human Capital Optimization in a Post-COVID World, Temple Fox Symposium (via Zoom), June 2021  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:5abb0a7d-a7f4-4d99-9f53-233602a53c13>

CREED® - From App Co-Innovation with SAP's RE Team to Development and Practical Application, April 2020 Symposium Presentation  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:96a16069-658c-4886-a82f-8ffdf2b63fa5>

Real Estate Asset Optimization for Social Impact and Innovation in Social Infrastructure and Inclusive Economic Development, Temple Fox, Four Seasons Hotel, Philadelphia, PA, December 2019 <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3095e15a-c315-4238-86dd-a2d54356aad0>

Place-Making Economic Development through RE Innovation – University of Illinois Symposium, Spring 2017 <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fdbb024d-582a-40e5-be92-9377e50aff92>

Reimagining the City of Baltimore through RE Asset Optimization & Innovation, Johns Hopkins Carey Business School, Sagamore City Garage, Baltimore, MD November 2016  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7c134f22-fe10-4f21-a751-ff948e005369>  
[https://www.dropbox.com/scl/fi/28ec8agc8m4bh58fws0l1/040317\\_Hopkins-Symposium\\_SPLASH\\_rough\\_kfc\\_V2\\_1080p\\_20mbs\\_H264.mp4?rlkey=hxft3dvxgbse63ptosj3r1l84&st=v08zuylq&dl=0](https://www.dropbox.com/scl/fi/28ec8agc8m4bh58fws0l1/040317_Hopkins-Symposium_SPLASH_rough_kfc_V2_1080p_20mbs_H264.mp4?rlkey=hxft3dvxgbse63ptosj3r1l84&st=v08zuylq&dl=0) (Video)

Reimagining the City of Wilmington through RE Innovation, University of Delaware and Delaware State University, Hotel DuPont, Wilmington, DE, April 2016  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:a5fe54b4-c70e-4366-831e-029521684057>

RE Asset Optimization and Place-Making Economic Development Strategies, University of Washington, Arctic Dome Ballroom, Seattle, March 2016  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:de4d5d8b-e15b-4a0c-84bc-5215e2b9df23>

Place-Making Economic Development Strategies and Corporate Social Value Creation, University of Illinois @ Champaign-Urbana, Oct. 2015 <https://youtu.be/pCPFvn9EGW4>

Place-Making Strategies through Real Estate Innovation, Commercial Brokers Association of Washington State, Meydenbauer Center, Bellevue, WA, May 2015  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:45f78a1f-4500-4b69-90be-e899815eab34>

SAP National RE Management Conference, Asset Optimization for Enterprise Value Creation, Keynote Presentation on CREED®, Chicago, Illinois, April 2015  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:f732348c-d582-4879-8958-5990a81aa56a>

Place-Making Economic Development Strategies and Corporate Social Value Creation, Delaware State University, Dover Downs, DE, April 2014  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fe12e0e1-4284-4398-8c25-c1857d869fde>

Corporate Real Estate Earnings and Optimization for Enterprises  
Florida Atlantic University Business School, Boca Raton, Florida, March 2014  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8620b32b-21fd-45de-b461-dea2daf197d3>

Place-Making Economic Development Strategies and Corporate Social Value Creation, Perdue Business School at Salisbury University, Salisbury, Maryland, December 2013  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:76a8bae0-834b-4456-a1c3-21421713c0b1>

Place-Making Economic Development Strategies, University of Delaware & Sperry Van Ness, Hotel DuPont, Wilmington, Delaware, June 2012

Corporate Real Estate, Capital Markets, and Economic Development, University of Delaware and Urban Land Institute, Newark, Delaware, April 2010

CoreNet Global Academic Challenge – Enterprise RE, ESG, and Net Carbon Impacts, Temple Fox undergraduate RE student team were finalists as one of three (3) teams from over 100 universities around the world. Finished as runners-up. October 2021  
<https://www.corenetglobal.org/stayinformed/PRDetail.aspx?ItemNumber=46639>

CoreNet Global Academic Challenge – Technology and Enterprise RE, Temple Fox RE student team were one of three finalist teams from 80 universities around the world. Finished as runners-up to National University of Singapore. October 2018

## **Media Posts and Podcasts**

Fox Article on The Fox School's Unsung Heroes, May 2023  
<https://www3.fox.temple.edu/discover/news/2023/05/19/the-fox-schools-unsung-heroes/>

Article on Fox students excel in prestigious competitions around the country, May 2023  
<https://www3.fox.temple.edu/discover/news/2023/05/03/fox-students-excel-in-prestigious-competitions-around-the-country/>

Fox Article on My Most Memorable Class, Part 2, February 2023  
<https://www3.fox.temple.edu/discover/news/2023/02/23/my-most-memorable-class-part-2/>

Fox article on “Big impact through small business; The revitalization of Philly's small business community”, January 2023  
<https://www3.fox.temple.edu/discover/news/2023/01/27/big-impact-through-small-business-the-revitalization-of-phillys-small-business-community/>

Fox article on “Three Ways to Navigate Today's Dynamic RE Market”, June 2022  
<https://www3.fox.temple.edu/discover/news/2022/06/14/three-ways-to-better-navigate-todays-dynamic-real-estate-market/>

Wall Street Journal Article, How to Tackle Affordable Housing 2022  
<https://partners.wsj.com/keybank/doing-more-with-more/how-to-tackle-the-affordable-housing-crisis/>

Fox 29 Morning Show TV Interview: Understanding Philadelphia's New Property Tax Assessments, <https://www.fox29.com/video/1067495> May 2022

Fox 29 Morning Show TV Interview: What to Know about Today's Competitive Housing Market, February 2022, <https://www.fox29.com/video/1039349> February 2022  
NBC10 TV Interview, Philadelphia's Newest Development Proposal for \$1.3b 76 Place  
<https://www.nbcphiladelphia.com/news/local/new-development-potential-for-center-city-with-76ers-new-arena-proposal/3329421/> August 2022

Philadelphia Inquirer Business Section Article: Unique Ways of Working from Home (Alternatives), <https://www.inquirer.com/business/work-from-home-alternatives-philadelphia-remote-20220720.html>, July 2022

KYW Radio Podcast, If You Can Find a Spouse online, You Can find a House too, 2022  
<https://www.ubook.com/podcast/184478/scroll-down-kyw-a-podcast-about-philadelphia>

KYW Radio Podcast, Condominiums after Champlain Towers collapse in Surfside, 2021  
[https://dcsspotify.megaphone.fm/ENTDM1617680636.mp3?key=a4662b44a7a19c202b41651a54dff8fb&request\\_event\\_id=cca265b3-16e2-47e9-87f2-cf21f17c7eb7&token=1733724003\\_0A6D2AA3F9B230075EE1DCA57D5185EF](https://dcsspotify.megaphone.fm/ENTDM1617680636.mp3?key=a4662b44a7a19c202b41651a54dff8fb&request_event_id=cca265b3-16e2-47e9-87f2-cf21f17c7eb7&token=1733724003_0A6D2AA3F9B230075EE1DCA57D5185EF)

Fox Article on "Building on Experience", New Master of Science in RE Program  
<https://d8demo.temple.edu/news/2021/05/building-experience-foxs-new-masters-real-estate-program> May 2021

Fox Transformation Issue, Working Towards Social Equity and Inclusion in Real Estate  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:95ff001a-35c3-497a-97f9-2f3cefd131f6> Spring 2021

Finance Professor Wilk excited for Historic Hockessin, DE School to become CDISE  
<https://www.fox.temple.edu/posts/2020/11/finance-professor-wilk-excited-for-future-diversity-center-in-hockessin/> Fall 2020

Forbes Advisor Interview – Residential Market Insights from COVID-19, Fall 2020  
<https://www.forbes.com/advisor/mortgages/my-homes-value-has-shot-up-now-what/>

Workplace Optimization and COVID-19 Office RE Insights – KYW Radio Podcast,  
<https://www.radio.com/kywnnewsradio/podcasts/kyw-newsradio-in-depth-229/office-real-estate-is-getting-hammered-by-working-from-home-heres-why-it-matters-349720680> Fall 2020

Getting Creative with Unused Office Space – Nashville Ledger Article 2020  
[https://www.tnledger.com/editorial/Article.aspx?id=132014&https://www.fox.temple.edu/?utm\\_source=Campaign+Monitor&utm\\_medium=Email&utm\\_campaign=FoxBrief](https://www.tnledger.com/editorial/Article.aspx?id=132014&https://www.fox.temple.edu/?utm_source=Campaign+Monitor&utm_medium=Email&utm_campaign=FoxBrief)

Reintroducing a Former 200-Year-Old Paper Mill in Manayunk as the "Venice Innovation Village" for Inclusive Economic Development, Philadelphia Inquirer article  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:87c1bb6e-5904-4115-8cab-c63f992df1e1> May 2017

Moncure Megasite could draw major manufacturer to region, News Observer, NC  
<http://www.newsobserver.com/news/business/article130912504.html> February 2017

Making a New Wilmington – Delaware Today Magazine Article  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:01cab14e-5bb6-45fa-8b9c-19bc695dad62> Spring 2016

Delmarva Now (Gannett) Story – Reimagining Downtown Princess Anne, MD  
<http://www.delmarvanow.com/story/money/2014/09/14/bank-growth-anchor/15624655/> June 2015

Consultant hired to explore Labinal retention options – DelmarvaNow.com  
<http://www.delmarvanow.com/story/news/local/maryland/2015/01/22/salisbury-consultant-labinal/22171995/> January 2015

Wallops Island Research Park Groundbreaking – After SVN consulting project & recommendations (NASA Wallops Island Space Port and Naval Base in Accomack, VA  
<https://www.co.accomack.va.us/businesses/wallops-research-park-information/groundbreaking-june-9-2014> June 2014

SVN Miller Commercial – Five for Friday Interview with David J. Wilk, MAI, CRE  
<https://svn.com/insights/5-friday-david-wilk-svnmiller-commercial-real-estate/> 2014

Rocky Mountain Center for Innovation and Technology, Loveland, Colorado (Reimagining the former Agilent HQ in Loveland after years of sitting vacant and millions in carry. 2013  
[https://youtu.be/C8Vzq9ngxjY?si=G0wb08nW5a\\_ntKYV](https://youtu.be/C8Vzq9ngxjY?si=G0wb08nW5a_ntKYV)

Delray Beach Innovation Article – Sun Sentinel (September 2012)  
<https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:9f5d3abb-2c44-4901-87de-8ffabfff116f>

## **Sample Real Estate Valuation and Management Consulting Projects**

**Girl Scouts of Chesapeake Bay** - Article & Case Study on Real Estate Optimization – Non-Core Properties and Financial Transformation (2024).  
[https://www.gscb.org/en/discover/our-council/news-media-press-announcements/girl-scouts-of-the-chesapeake-bay-announces-intent-to-sell-four-.html#:~:text=August%2030th%2C%202022%20\(NEWARK%2C,girl%20experiences%20on%20the%20Peninsula.](https://www.gscb.org/en/discover/our-council/news-media-press-announcements/girl-scouts-of-the-chesapeake-bay-announces-intent-to-sell-four-.html#:~:text=August%2030th%2C%202022%20(NEWARK%2C,girl%20experiences%20on%20the%20Peninsula.)

**Antin Infrastructure Partners** Acquires **Veolia** District Energy Operations (2019) – Provided real estate due diligence consulting on acquisition. <https://www.antin-ip.com/media/our-news/antin-infrastructure-partners-acquire-largest-district-energy-provider-us>

**Ontario Teachers Pension Plan** and **IFM Investors** acquire Enwave District Energy holdings from Brookfield (June 2021) – Provided real estate due diligence, financial projections, and inflation growth analysis for team. <https://www.otpp.com/en-ca/about-us/news-and-insights/2021/ifm-investors-and-ontario-teachers-pension-plan-board-jointly-acquire-canadian-district-energy-operations-owned-by-enwave-energy-corporation/> <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:455dcd92-b338-402a-a9e7-f5439c55fffd>

**QIC** invests \$450 million in solar, and wind related real estate holdings through **Renewa** (formerly Paloma Wind and Solar) August 2023 - Provided real estate due diligence, financial projections, and inflation growth analysis for team around solar and wind energy demand, investment returns, land values, and future supply.  
<https://www.prnewswire.com/news-releases/renewa-secures-450m-of-capital-301898038.html>

Completed a management consulting and strategic planning study for **PECO Energy** (Exelon) relating to optimizing the management of excess real estate assets. Assessed their current process for handling excess non-regulated assets and made recommendations to improve internal processes and lower the annual carrying costs for the real estate department.

Management consultant to **PGW** on the consolidation of their north Philadelphia real estate footprint and operational synergies from 2013 to 2018. Developed an optimization strategy that saved millions in annual property expenses through greater operational efficiencies and eventual relocation into a new “state of the art” northern operations center. Our consulting work ultimately evolved into a real estate transaction that was completed after I joined Fox. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:73ec6e9e-19eb-4ca5-91de-ecf955427462>

Consulted with **Thomas Jefferson University** on real estate initiatives that generated significant real estate cost savings, including the sale of their residence hall portfolio and space optimization studies for the University going forward. We also help to identify opportunity areas for process improvement that reduced operating costs and enhanced their bottom line. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:eb948d34-10d0-456a-87ab-3e20a65498c6> (1997 to 2005)

Provided **MBNA America** with site selection, valuations and counseling on corporate properties throughout the US, Canada and Europe, and community development in Corp. HQ city. <https://www.nytimes.com/1999/04/11/realestate/wilmington-del-to-renew-a-key-historic-area.html> (1992 to 2005)

Provided **Glatfelter Pulp Wood Company** with valuations and counseling on properties throughout Delaware, Pennsylvania, and Virginia. The counseling assignment led to being retained for the strategic disposition of 17,000 acres of HBU land in Delaware, 40,000 acres in Pennsylvania, 20,000 acres in Virginia over a three-year period. We prepared the RFP and marketing packages, managed the bid and acceptance process, and provided strategic input on taking the best offers and negotiating for the highest return for the client. <https://legalnewsline.com/stories/510514702-pa-sc-pulpwood-company-s-sale-of-del-land-taxable-business-income-in-pa>

Advised **Comcast Corporation** on a myriad of corporate real estate initiatives including energy deregulation strategies, cable system power delivery reliability, remote status monitoring of the cable system, other cost reduction and merger integration ideas for their geographic clusters of real estate.

Advised **Wawa Food Markets** to undertake a professional review of energy consumption patterns and historical energy usage for their 500+ convenience store chain based in the Delaware Valley. Our recommendations led to a renegotiation of electricity rates and significant energy cost reductions. We also provided advice and guidance on new site locations, sale-leaseback opportunities, and private REIT alternatives.

Consulted with **University of Pennsylvania** in planning and assessing the development potential of key properties within the core campus including the Sansom Commons and Penn Inn projects. Services included a hospitality feasibility and market analysis, creating an RFP process to implement the development plans, and recommendations for retaining engineering, architectural and project management professionals.

Provided expert reports, analysis, and witness testimony on the marketability and re-leasing of the **One Meridian Plaza** building in Philadelphia, which was destroyed in a major fire in 1991. Completed a national market survey on potential stigma, and a hedonic modeling study on the repair plan proposed by the insurance company as compared to the owner's plan.

<https://www.businessinsurance.com/article/19970330/story/10007260/meridian-owner,-insurer-settle-fire-claim-dispute>

Completed a strategic overview of the real estate operations and remaining development assets for Radnor Corporation, the real estate subsidiary of **Sun Company**. Developed exit strategies for various assets in Florida, California, Arizona, and New Jersey.

Provided counseling advice to **Amerisource** on the expansion of their existing facility in southern New Jersey and consolidation of several company facilities. Created financial models and benchmarking to measure future real estate cost savings from the consolidation.

Provided corporate real estate services on closed plant sites, corporate headquarters, excess properties, and new marketing strategies for underproductive real estate assets for **Agilent, Berkshire Hathaway, Bumblebee, Cal-Maine Foods, Cenveo, Thomas Jefferson University, Patriarch Partners, Sun Capital Partners, Carlyle Group**, and other public companies, private equity firms, governments, universities, healthcare systems, and non-profits.

Tenant representation for **Sargent & Lundy** (an engineering firm specializing in nuclear power plant design and construction), with the relocation and occupancy of their new 45,000 square foot regional corporate offices in Wilmington, Delaware. Our services included strategic planning and analysis of their space needs, negotiations with landlords in Class A buildings through an RFP process, negotiating an economic incentive package.

Counseled **Artesian Water Company** on regional corporate real estate initiatives, including the establishment of new service areas in emerging market areas, monetization of excess real estate assets, and analysis of strategic options for their corporate headquarters building.

Advised financial institutions, land developers and builders in **Sussex County, Delaware** on issues relating to the market slowdown for residential projects, financing negotiations and workout consulting as a liaison between the developers and banks, introducing them to new capital partners, branding and marketing strategies design to create new momentum and financial results given the current market conditions (ie., fractional ownership), and day-to-day input on issues relating to rapidly changing market conditions.

Advised **Hercules, Inc.** on property disposition strategy for certain excess real estate assets, including the monetization of a country club and research campus encompassing undeveloped commercial and residential land. We also provided advise on subdivision, zoning and pending condemnation issues. (1988 to 1995)

Provided counseling to **Conectiv Energy** in conjunction with optimizing their unregulated real estate portfolio. Our involvement included providing shareholder value ideas such as sale/leasebacks, cost reduction strategies, benchmarking and post merger integration models to generate earnings benefit to the company from it's non-core real estate assets.

Completed pre-announcement plant consolidation and valuation studies for **Johnson & Johnson** on locations in Mexico, the Caribbean and ten states within the United States. The studies involved valuing properties, evaluating their adaptability to alternate use and creating strategies for future disposition. (1993 to 1996)

From 1994 to 2002, we served as strategic advisor to **Wilmington Renaissance Corporation** (WRC) in revitalizing large blocks of downtown Wilmington through a public/private redevelopment partnership between the private sector and City of Wilmington. We provided acquisition counseling, financing placements, branding and marketing strategies to enhance the Ship's Tavern/LOMA redevelopment project.

Analyzed the recurring and non-recurring real estate occupancy costs for **IKON Office Solutions**, which was undergoing a global business re-engineering. Tasks included financial models and benchmarking to track the shareholder value impact of transforming their real estate portfolio from 700 to 150 locations.

Created a marketing strategy for **Hercules, Incorporated** on their Kenvil, New Jersey and Hercules, California sites, listed on the national Superfund list. The strategies involved analyzing future highest and best use, timing of environmental clean-up, phasing of potential land sales, and values to be realized after the remediation. <https://www.nj.com/morris/2014/09/long-vacant-hercules-plant-site-could-get-transit-village-warehouses.html>

Served as valuation advisors and consultants to **The Irvine Company** on the largest property tax case in the U.S. after the Orange County assessor's office increased the 66,000 acre Irvine Ranch property taxes by \$40 million per year. Were successful in reducing the taxes under California's Proposition 13 laws back to the original assessed value of \$1.3 billion. <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:15863410-63ee-4b02-9be5-6531243149b6> (1982 to 1985)

### **Professional and Academic Real Estate Relationships**

MBNA, Berkshire Hathaway, Comcast, DuPont, Artesian Water, Agilent Technologies, Dover Corporation, Hercules/Ashland, Patriarch Partners, Cal-Maine Foods, Bumblebee Foods, Glatfelter Paper, Bank of America, Johnson & Johnson, Astra Zeneca, Sun Company, Exelon, Bristol Myers Squibb, Avon, Seneca Foods, Jefferson Healthcare, GenOn, Enwave Energy, Antin Infrastructure Partners, BioReliance, Barclays, JPM Chase, Toll Brothers, Brandywine Realty Trust, Federal Reserve Bank of Philadelphia

### **Urban Redevelopment, TIF and SDD Projects**

Wilmington Renaissance Corporation, University of Pennsylvania, Sansom Commons and Penn Inn, Thomas Jefferson University, Claymont Renaissance Corporation, Riverfront Development Corporation, City of Wilmington LOMA and Underground Railroad Districts, Buccini Pollin Group, Town of Smyrna, City of Salisbury, MD, Town of Princess Anne, MD

### **Property Dispositions/Acquisitions/Tenant Representation**

DuPont, Hercules, Dow Chemical, MBNA, Thomas Jefferson University, Lubert Adler, Berger Brothers, Artesian Water, Stabler/Bullock families, Mike's Famous Harley Davidson, American Red Cross, Sargent & Lundy, YMCA, Cole Schotz, Brunswick Hotel, Patriarch Partners, Sun Capital Partners, Agilent Technologies, Berkshire Hathaway

### **Strategic Marketing Plans**

City of Wilmington, Wilmington Renaissance Corporation, Claymont Renaissance, Shipley Village CDC, Wilmington Senior Center, Delaware Economic Development Office, Glatfelter Paper, Thomas Jefferson University, PaperWorks, Performance Fibers, GenOn Potomac River Generating Station, Agilent Technologies, City of Delray Beach, Town of Princess Anne, Wallops Island Research Park, Dover Corporation, Johnny Janosik World of Furniture, City of Wilmington, Salisbury Mall Associates

## **Sampling Of Real Estate Consulting and Valuation Assignments**

### **Large Land Holdings (1,000 Acres Or More)**

Pebble Beach Company, Monterey, CA  
Irvine Ranch, California  
Bikini Atoll, Marshall Islands  
West Loch Naval Magazine, Hawaii  
Townsend's, Inc., Sussex County, DE  
Glatfelter Pulp Wood Co, Sussex County  
GenOn Energy Plants, VA, MD, PA, OH

Huntington Beach Company, CA  
Hercules, Inc., Kenil, NJ  
Blue Coal Co., Luzerne County, PA  
Mokeleia Ranch, Hawaii  
DuPont Company, Birmingham, AL  
Glatfelter Timber Co., VA, PA, D

### **Corporate Headquarters**

Twentieth Century Fox: Beverly Hills, CA  
General Foods: White Plains, New York  
Schering Plough: Madison, New Jersey  
Columbia Pictures: New York, NY  
MBNA America: Wilmington, Delaware  
Artesian Resources: Newark, Delaware

J.P. Morgan: London, England  
Wilmington Trust Co.: Wilmington, DE  
Redken Laboratories: Woodland Hills, CA  
PNC Bank: Wilmington, Delaware  
DuPont Company: Wilmington, Delaware  
Hercules, Inc.: Wilmington, Delaware  
Johnson & Johnson: New Brunswick,

### **Hotels and Hospitality**

Lodge at Pebble Beach: Pebble Beach, CA  
Inn at Spanish Bay: Pebble Beach, CA  
Stouffer Wailea Beach Hotel: Maui, Hawaii  
Sheraton Grande Hotel: Los Angeles, CA  
Sheraton Harbor Island: San Diego, CA  
Hyatt Regency: Maui, Hawaii  
Frenchman's Reef: US Virgin Islands

Four Seasons Hotel: Philadelphia, PA  
The Rittenhouse Hotel: Philadelphia, PA  
The Ritz Carlton: Philadelphia, PA  
The Philadelphia Marriott Hotel  
Del Monte Lodge: Monterey, CA  
Embassy Suites: Washington, D.C.  
Four Seasons Hotel: Maui, Hawaii  
Art Deco Hotels in South Beach, FL

### **Office Buildings**

Union Bank Square: Los Angeles, California  
201 Mission Street: San Francisco, CA  
AVCO Tower: Newport Beach, California  
Three Christina Centre: Wilmington, DE  
PNC Bank Building: Wilmington, Delaware  
U.S. News Building: Washington, D.C.  
1900 K Street: Washington, D.C.  
Warner Center Building: Washington, D.C.  
Equitec Tower: Chicago, Illinois

Northwestern Center: Chicago, Illinois  
Alex. Brown Building: Baltimore, Maryland  
475 Park Avenue: New York, New York  
14 Wall Street: New York, New York  
25 Broad Street: New York, New York  
One & Two Logan Square: Philadelphia, PA  
1601 Market Street: Philadelphia, PA  
1301 Fannin Street: Houston, Texas  
1999 Bryan Street: Dallas, Texas

### **Sports And Entertainment Facilities**

20<sup>th</sup> Century Fox Studios: Beverly Hills, CA  
Elvis Presley Enterprises: Memphis, TN  
Santa Anita Racetrack: Arcadia, California  
Aspen Skiing Company: Aspen, Colorado  
Breckenridge Ski Resort: Breckenridge, CO  
Madison Square Garden: New York, NY

Marriott's Great America Park: CA  
Tahoe Beach & Ski Club: Lake Tahoe, CA  
Brandywine Raceway: Wilmington, DE  
Wayne Swim & Tennis Ctr.: Wayne, PA  
Dover Downs Raceway: Dover, Delaware

## **Golf Resorts and Courses**

Pebble Beach Golf Links: Pebble Beach, CA  
Spyglass Hill Golf Course: Monterey, CA  
Del Monte Golf Course: Monterey, CA  
Deerfield Country Club, Newark, DE  
Hercules Country Club, Wilmington, DE  
Kings Creek Country Club, Rehoboth, DE

Honolulu Country Club, Honolulu, HI  
Hartefeld National: Avondale, PA  
Brandywine Country Club: Wilmington, DE  
Back Creek Golf Course: Middletown, DE  
Brantwood Golf Course: Elkton, MD  
Waialae Country Club: Honolulu, HI

## **Regional Malls/Shopping Centers**

Concord Mall: Wilmington, DE  
Christiana Mall: Newark, DE  
Sun Valley Mall: Concord, California  
Rehoboth Mall: Rehoboth Beach, Delaware  
Prince Kuhio Mall: Island of Hawaii

Brandywine Town Center: Wilmington, DE  
Hutzler's Town Center: Towson, Maryland  
Preston Park Place: Plano, Texas  
Citiview Centre: Fort Worth, Texas  
Berkshire Mall, Wyomissing, PA

## **Healthcare Systems/Universities**

Einstein Medical Center: Philadelphia, PA  
Beverly Enterprises: Pasadena, CA  
Christiana Care Medical Ctr: Newark, DE  
University of Delaware: Newark, DE  
St. Francis Hospital, Wilmington, DE

Johns Hopkins University: Baltimore, MD  
Kennedy Medical Center: Rancocas, NJ  
National Medical Enterprises: Los Angeles  
University of Penn: Philadelphia, PA  
Thomas Jefferson University: Philadelphia

## **Special Purpose Properties**

Fort DeRussy: Honolulu, HI  
Comcast Cable Systems: PA, NJ, CA  
Westinghouse: Teleprompter Cable  
Olmsted Hydroelectric Plant: Provo, Utah  
Maunawili Land Hui: Kailua, Hawaii

L.B. Foster Co.: Gulf & Mississippi RR  
LB Foster Co.: Chicago & Northwestern RR  
Resco: Trash to Steam Facility, Saugus, MA  
SCA Services: Solid Waste Landfills, New Jersey, Kentucky, Illinois, Ohio, New York

## **Marinas & Waterfront Developments**

Colgate Palmolive Marina, Jersey City, NJ  
Harborview Marina, Baltimore, Maryland  
Rehoboth Bay Marina, Dewey Beach, DE  
Balboa Yacht Club, Newport Beach, CA

Ala Wai Yacht Basin, Honolulu, Hawaii  
Liberty Park Marina, Jersey City, NJ  
Baltimore Yachting Center: Baltimore, MD  
North East Isles Marina: North East, MD

## **Energy And Basic Resources Industries**

Mobil Oil Refineries: IL, CA, NJ  
Coastal Oil Refinery: Eagle Point, NJ  
PPG Industries Plants: OH, PA  
Conectiv Energy, Wilmington, DE  
Long Island Power Authority (LIPA)  
Diamond International Paper Plants: ME, NH, NY, MA, ID, MO, OR

GenOn, VA, PA, NJ Power Plants  
Delmarva Power  
PSE&G, Auburn, New Jersey  
Peco Energy, Philadelphia, PA  
Paramount Oil Refinery: Paramount, CA  
Carolina Power, Cary, NC

## **Industrial Facilities (Over 100,000 Sq. Ft.)**

General Foods Corp.: CA, DE, NJ, NY, WI  
General Electric Co.: PA, NY, MA, CA  
Hercules, Inc.: DE, CA, NC, NY, NJ  
DuPont Co.: Delaware, New Jersey, Ohio  
Black & Decker Company: Hempstead, MD  
Johnson & Johnson: New Jersey, Texas,  
Georgia, Pennsylvania, Puerto Rico, Florida

Allied Signal: Canada  
RCA Corporation: Florida, California  
Coca-Cola Company: New York, Tennessee  
Campbell Soup Co.: TX, LO, IA, NJ  
Reliance Electric: OH, GA, PA, NC, SC, FL  
CBS, Inc.: Pennsylvania, New Jersey  
MacAndrews & Forbes, Inc.: Camden, NJ

## **International Assignments**

Brookfield Enwave District Energy, Canada  
MBNA America: Canada, United Kingdom  
J.P. Morgan: United Kingdom  
Johnson & Johnson: Mexico, Spain  
Aman Resorts and GHM Hotels, Asia

Antin Infrastructure Partners, Veolia  
Exxon/Reliance Electric: Belgium, Germany.  
IFM Investors  
York International: United Kingdom, France  
Allied Signal: Canada  
British Tire and Rubber: Brazil, Argentina