

Robert Ross Deal Sheet

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Tampa, Florida 33618


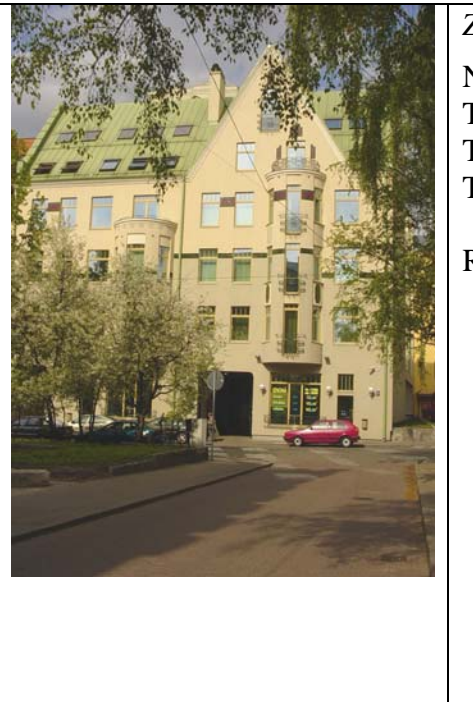
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Profile



Real estate executive & general manager with 20 years of US and foreign project finance experience. Extensive experience in financial analysis, project management and fund-raising in fast changing/dynamic US domestic and international emerging markets. Experienced in development of business cases for real estate projects. In-depth property management experience from individual retailers to multi-billion dollar corporations. Co-founder of several businesses. MBA, Northwestern University Kellogg Graduate School of Management 1984.

Deal Sheet

	<p><i>Heron House, St. Petersburg, FL</i></p> <p>New Development GSF: 130,000 sf Total Development Costs: US\$28M Time Frame: 2007-</p> <p>Role:</p> <ul style="list-style-type: none">• Raised \$7.0 M in equity in 4 months from Harrison Street Real Estate Capital.• Currently presenting program to banks• Developed business plan for fund-raising. (Available for review)• Negotiated deal with operator partner
<p>Heron House St. Petersburg will be a 175 unit combined independent and assisted living facility. The operator is a partner in the development.</p>	
	<p><i>Offices at Channelside, Tampa, FL</i></p> <p>Restoration TFA: 28,000 sf Total Development Costs: US\$4.5M Time Frame: 2005-2008</p> <p>Role:</p> <ul style="list-style-type: none">• Closed \$4.1 million debt Colonial Bank.• Owners representative• Project management• Sales and lease marketing• Oversaw budget.
<p>Conversion of a 1917 warehouse to offices.</p>	

	<p><i>North Gate, Riga, Latvia</i></p> <p>New Development TFA: 10,000 sm Total Development Costs: US\$14M Time Frame: 2003-2005</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed \$9.6 M non-recourse debt at 1 b.p. over Libor Nordea Bank. • Assumed control over property from previous management • Owners representative • Project management • Lease marketing • Oversaw budget. • Property management
<p><i>North Gate, Riga, Latvia</i></p> <p>Assumed owner's representative function for the property during construction. Identified the problems keeping the building from successful completion, restructured senior and operations management and completed the project.</p>	
	<p><i>Zalais Nams, Riga, Latvia</i></p> <p>New Development TFA: 5,037 sm Total Development Costs: US\$8M Time Frame: 1997-2002</p> <p>Role: Project Turnaround</p> <ul style="list-style-type: none"> • Closed debt from Krajbank and equity from Linstow International. • Assumed control from previous management. • Developed business case. • Owners representative • Project control and oversight • Sales and marketing (Stabilized in 1 ½ years) • Oversaw budget. • Property management
<p>The original Jugendstil structure was damaged beyond repair. InterSource replicated the façade while building an all-new, modern office building. This gave customers the "old look" they wanted, while maintaining the modern office efficiency they needed.</p>	

	<p><i>Jacob's Arcade, Riga Latvia</i></p> <p>New Development 200 car garage Total Development Costs: US\$5M Time Frame: 1999-2001</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed \$3.5 M non-recourse debt from Nordea. Equity from Linstow International • Shareholder Representative • Oversaw budget. • Property management
<p>To preserve the “look and feel” of Old Riga, the garage replicated the original grass perm, which was used to protect the troop barracks (<i>roof in background</i>) from cannon shot.</p>	
	<p><i>The Flower House, Riga, Latvia</i></p> <p>Restoration TFA: 514 sm Total Development Costs: US\$400k (LT Lease) Time Frame: 1997</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed debt & equity • Oversaw budget. • Property management
<p>The Flower House is a converted warehouse originally built in 1823. Exterior paintings of herbs & flowers of the original 1850's herb shop were recreated and wooden appointments restored.</p>	
	<p><i>Theater Passage, Riga, Latvia</i></p> <p>Restoration TFA: 214 sm Total Development Costs: US\$120k (LT Lease) Time Frame: 2001</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed debt & equity • Oversaw budget. • Property management • Shareholder representative
<p>Restoration of original shop area at the Russian Drama Theater in 1997. Win-win for Russian Drama Theater which received rental income it needed to fund itself and for InterSource with an outstanding property.</p>	

	<p><i>Jacobs Barracks, Riga Latvia</i></p> <p>Restoration TFA: 7,259 sm Total Development Costs: US\$5M Time Frame: 1994-1995</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed development debt from Nordea & equity from private investors. • Managed 3 refinancings for liquidity events. • Oversaw budget. • Property management
<p>Originally, these three buildings were the barracks for the troops of Peter the Great. InterSource converted them to offices. The exterior restoration reflects the Russian Imperial period.</p>	
	<p><i>Kalku 20, Riga Latvia</i></p> <p>Restoration TFA: 690 sm Total Development Costs: US\$400k Time Frame: 1994-1995</p> <p>Role:</p> <ul style="list-style-type: none"> • Closed debt from Nordic Investment Bank (one of the first mortgages in post war Latvia)& equity • Oversaw budget. • Property management • Sold building for 4x invested cost
<p>Kalku 20 is a 1995 renovation of a building first constructed in 1704. The original façade was restored and InterSource re-created the “Lauvas Aptieka”, Riga’s first pharmacy, chartered by the Swedish king 300 years ago.</p>	

Core Competencies

Fund-raising

Co-founded JJK Senior Housing to build a \$28 million independent and assisted living facility. Raised \$7.4 million in equity capital for the venture within 4 months. Currently, leading the process of raising debt finance.

As CFO of InvestaSource, negotiated the joint venture agreement for \$15 million in private equity with Investa/Linstow for project development and raised the first \$7 million in project finance.

Negotiated one of the first mortgages in Latvia since World War II, which went through a multi-lateral Nordic Investment Bank. I have also dealt with the IFC. Most loans closed are with commercial banks.

Project Management

With several projects, I have engaged in all aspects of project development from conceptualization, business case development, equity fundraising, project finance, obtaining required entitlements/permissions, project planning, supervision of construction, lease marketing and property management during and after stabilization.

P&L Leadership

Increased property management business from 90,000 sq. ft. to 1.8 million in 2 years. Improved net profit from breakeven to \$86,000 by end of 2nd year on revenue of \$1.56 million.

Delighting the Customer

At Ariel Baltic, a key client was Lattelekom, a subsidiary of *TeliaSonera* (a telecom with \$10 billion in sales). Ariel Baltic raised service level standard and successfully maintained those standards in excess of 99% according to client metrics. Client property management costs were cut by \$300,000 annually. Sales training with both Johnson & Johnson & Pepsi early in my career prepared me for sales relationships.

Project Turn-around

Took over as COO of InvestaSource, a joint venture between InterSource International, Inc. (I co-founded) and Linstow International (Norway) with the turn-around opportunity of a 75,000 sq. ft. residential condominium project. Project had fallen victim to the Russian debt crisis. I reconfigured the project to office lease, landed an anchor tenant, closed non-recourse financing, completed construction and achieved 95% occupancy within 1 ½ years. Project value \$8 million.

Business Experience

Partner, JJK Senior Housing, LLC, Tampa, FL	2007-Present
Project Partner, Gaspar Properties, Tampa, FL	2005-2007
CFO & COO, InterSource International, Inc., Chicago, IL & Riga, Latvia	1991-2005
<i>Divisional/Joint Venture Management Responsibilities:</i>	
CFO & COO, InterSource Real Estate Development, Riga, Latvia	1996-2005
Managing Director, Ariel Baltic, Riga, Latvia	2002-2005
Vice President/CFO, InvestaSource, Riga, Latvia	1997-2002
Board Member, ACG Design-Build Services, Riga, Latvia	1995-2005
Co-Founder & Board Member, Versija Medfarm, Riga, Latvia	1995-2001
Co-Founder & Board Member, Interkekava Restaurants, Riga, Latvia,	1992-1995
Associate (final position), Technomic, Inc. (Consulting), Chicago, IL	1984-1991
District Sales Manager, Pepsi-Cola Company Foodservice Division	1979-1983
Sales Representative, Johnson & Johnson	1977-1979

EDUCATION

Harvard Business School Executive Program		
Subject: non-degree seminars in valuation and private equity		1999
Kellogg Graduate School of Management, Evanston, IL		
Concentration: Marketing & Finance	MBA	1984
Principia College, Elmhurst, IL	BA	
Concentration/Major: Business Administration	(honors)	1977