

Margaret Anadu, Chair

Margaret Anadu has devoted her career to investing that simultaneously drives strong financial returns and demonstrable positive impact on underserved individuals, families, and communities. She is widely recognized as one of the foremost experts on equitable access to capital, having invested over \$10 billion across hundreds of transactions throughout the United States, and was named one of the most influential figures in US commercial real estate by Commercial Observer. Margaret is a trusted advisor to many senior government officials at the federal, state, and local levels on utilizing private capital to create more equitable communities. As an experienced investor and thought leader on public-private partnerships, Margaret is often asked to share her views, including appearances on CNN, Bloomberg, CNBC, and Yahoo Finance. She was named to “40 Under 40” lists by Fortune, Black Enterprise, and Crain’s.

Prior to joining the Vistria Group as a Senior Partner, Margaret was a partner at Goldman Sachs, where she was the global head of sustainability and impact for asset management and chair of the Urban Investment Group (UIG), the first impact investing platform at a major US financial institution and Goldman Sachs’ primary impact investing platform. Under her leadership, UIG’s portfolio primarily comprised of real estate, with a focus on workforce, affordable, and mixed-income housing, but also included investments in community facilities, educational space, industrial facilities, green infrastructure, student loans, small businesses, and minority-owned financial institutions. Margaret ultimately grew the business to \$3 billion of equity and debt commitments annually.

As a leader with a clear understanding of the role market-based capital plays in addressing society’s greatest challenges, Margaret was the chief architect of the One Million Black Women investment strategy—Goldman Sachs’ \$10 billion capital commitment to narrow opportunity gaps for Black women in the United States and, by extension, their families and broader communities. In addition, during the COVID-19 pandemic, she led the firm’s \$2 billion relief effort for small businesses. Margaret serves on the boards of the Center for an Urban Future, the Low Income Investment Fund, Smithsonian National Portrait Gallery, New York Public Radio, Planned Parenthood Federation of America, and the Africa Center.

Born in Houston, Texas, Margaret is a graduate of Harvard College and lives in Brooklyn with her husband and two children.

Shirley Aldebol

Ms. Aldebol is Vice President and Division Director of SEIU Local 32BJ. She directs field operations for the New York Metro Commercial and Schools Divisions, and is responsible for preparing and overseeing the budget of the Division, and oversees a team of field managers and field representatives. Ms. Aldebol is a graduate of Barnard College.

Eric A. Clement

Eric A. Clement oversees the social impact and sustainability portfolios at RXR. He is principally responsible for defining the portfolio’s strategic vision and investment strategy, delivering against the dual mandate of attractive returns and tangible ESG outcomes.

Prior to RXR, Eric was Senior Managing Director and head of the Strategic Investments Group at New York City's Economic Development Corporation (NYCEDC), where he oversaw the negotiation of tax incentives, debt issuances, new market tax credit investments, and dedicated debt-equity funds. He led deployment of NYCEDC's portfolio to expand financial access, mobilize private capital, and support the City of New York's core growth objectives.

Eric was previously a partner at Blue Frontier Group, an emerging markets private equity firm, SGI Global Holdings, Ltd., and has held various executive and management-level positions at Accenture, Citigroup, and J.P. Morgan. He received his MBA from Saïd Business School at the University of Oxford, where he is an Associate Fellow, and his undergraduate degree from Lehigh University, where he currently serves on the University's Board of Trustees and the Arts & Sciences Dean's Advisory Council.

Costa Constantinides

Costa Constantinides serves as Chief Executive Officer for the Variety Boys and Girls Club of Queens, which serves over 4,000 young people per year. In his new role, Mr. Constantinides has helped secure millions in capital funding towards Variety's reimagined clubhouse that will serve 16,000 kids. In September 2021, he was appointed to the New York City Environmental Justice Advisory Board, as well as to the NYCEDC Board of Directors. Previously, he represented the New York City Council's 22nd District, which includes his native Astoria, Rikers Island, parts of Jackson Heights, Woodside, and East Elmhurst.

Mr. Constantinides is a nationally recognized expert on climate change. As chair of the Environmental Protection Committee from 2015 to 2021, he was committed to fighting the effects of climate change, particularly its effects on New York City's landscape, though sustainability, resiliency, and air quality were among his top environmental concerns long before he was sworn in. In April 2019, Mr. Constantinides led the effort to pass the historic Climate Mobilization Act, the largest carbon emissions reduction ever mandated by any city in the world. He also fought to pass and to finalize the Renewable Rikers Act in 2021, a vision to transform Rikers Island into a sustainable energy island that includes a state-of-the-art wastewater treatment system, renewable energy, battery storage, and organics collection and reuse. In his 7+ years on the New York City Council, he passed 44 bills as the lead sponsor to combat climate change and its effects on New York City.

Mr. Constantinides was born, raised, and continues to reside in Astoria, Queens. He attended Queens College, where he now teaches as an adjunct lecturer in both the Political Science and Urban Studies departments. In 2010, he received his Juris Doctor from Benjamin Cardozo School of Law, and he was admitted to the bar in 2014.

Dr. Héctor R. Cordero-Guzmán

Dr. Cordero-Guzmán is President of the Research Foundation of the City University of New York (CUNY). Prior to that, he was a professor at the School of Public Affairs at Baruch College - CUNY. He was also a professor in the Ph.D. programs in sociology and urban education at the CUNY Graduate Center. Dr. Cordero-Guzmán has published academic research and taught graduate courses on issues related to education, labor markets and employment, non-profit

organizations, microfinance, international migration, poverty, and inequality, economic and community development, race and ethnic relations, and social policy. Before joining The School of Public Affairs at CUNY, Dr. Cordero-Guzmán worked as a program officer in the Economic Development and the Quality Employment Units of the Asset Building and Community Development Program at The Ford Foundation. He received his Master's Degree and Ph.D. in Sociology from The University of Chicago.

Mitchell Draizin

Mr. Draizin is the founder and President of the Concordia Philanthropic Fund whose mission is to support youth leadership initiatives primarily in the LGBTQ and Progressive political sectors. Previously he was the President of Longview Capital Advisors, a real estate investment and mortgage banking company. He is the co-founder and President of the CUNY LGBTQ Leadership Program, and he has created and volunteer teaches Financial Empowerment Workshops and classes at CUNY. Mr. Draizin serves on the boards of various nonprofits, including the Congressional Award Foundation, The New Leaders Council, the Williams Institute, Housing Rights Initiative, and the American LGBTQ+ Historic and Cultural Museum Project.

William S. Floyd

Mr. Floyd is head of external affairs for Google New York, leading Google's government and regulatory interactions, public affairs programs, and community relations. Before joining Google, he was a member of the Law Offices of Claudia Wagner and a Senior Advisor in the Government and Regulatory Affairs Division of Manatt, Phelps & Phillips, LLP. Mr. Floyd has served as Executive Director of the New York City Districting Commission and as Director of Community Affairs for New York and Connecticut for Verizon Communications Inc. He spent nine years working in New York City government, including at NYCEDC. He is an active member of several non-profit boards, including the Little Red/Elizabeth Irwin School and the Children's Museum of the Arts. Mr. Floyd is a graduate of Columbia University.

Adam Friedman

Adam Friedman is Chief Strategy Officer for the Provost's Office for Research and Strategic Partnerships at Pratt Institute, one of the premier schools of art, architecture, planning and design in the United States. As CSO, he advises senior management on a range of issues, builds relationships with strategic partners and develops and directs implementation of major initiatives bridging faculty, Pratt's research centers and Pratt's external partners. Prior to his appointment as CSO, Mr. Friedman was Director of the Pratt Center for Community Development, which provides research and technical assistance to support New York's low-income communities and communities of color in their work to build a more just, equitable and sustainable city.

Mr. Friedman is also co-founder of the Urban Manufacturing Alliance, a national network of economic development professionals in more than 200 cities. Mr. Friedman is a graduate of Benjamin Cardozo School of Law and his career includes working in city government for David Dinkins and Ruth Messinger and in the non-profit sector as Executive Director of the Garment Industry Development Corporation and the New York Industrial Retention Network. Mr.

Friedman also serves on the Boards of Directors of the Brooklyn Navy Yard and the Urban Manufacturing Alliance.

Matthew Hiltzik

Mr. Hiltzik is the Founder and CEO of Hiltzik Strategies, providing a wide range of communications services including strategic counsel, crisis management, and corporate positioning. Hiltzik previously held roles as the President and CEO of Freud Communications and as Senior Vice President of Communications and Government Relations for Miramax Films. He also served as Press Secretary/Deputy Executive Director of the New York State Democratic Committee, having worked on campaigns for Sen. Charles Schumer and former Sen. Hillary Clinton. Mr. Hiltzik is a graduate of the School of Industrial and Labor Relations (ILR) at Cornell University and Fordham University School of Law.

Andrew Kimball

Andrew Kimball is President & CEO of New York City Economic Development Corporation, where he leads NYCEDC's work growing an innovative and inclusive economy for all New Yorkers. Prior to his appointment in 2022, Andrew served as the CEO of Industry City, where he directed the transformation of the long-underutilized industrial facility in Sunset Park, Brooklyn. Under his leadership, Industry City invested over \$450 million in infrastructure and place-making initiatives, and grew thousands of jobs and hundreds of businesses, ranging from startups to Fortune 500 companies. Andrew previously served as President and CEO of the Brooklyn Navy Yard Development Corporation, overseeing the transformation of the 300-acre former Naval ship-building facility into a national model for the creation of innovation-economy jobs, sustainability, and community partnerships. Prior to his time at the Navy Yard, Andrew served as director of operations for NYC2012, the privately funded bid to bring the 2012 Olympic Games to New York City, and as vice president of the New York Public Library.

Up until his appointment to NYCEDC, Andrew sat on numerous boards, including the Coro New York Leadership Center, where he served as chair; Prospect Park Alliance; Gowanus Canal Conservancy; Brooklyn Chamber of Commerce; Citizens Budget Commission; and the NYS Regional Economic Development Council. He holds a bachelor's degree from Hamilton College and is a graduate of the Coro Public Affairs Fellowship program. A life-long New Yorker, Andrew lives in Park Slope, Brooklyn with his wife, Sarah Williams, and two children.

DeWayne Louis

DeWayne Louis has over 20 years of financial markets experience. In 2014, Mr. Louis co-founded Versor Investments, a quantitative investment management firm based in New York City. Prior to co-founding Versor, he was one of the inaugural members of the North American hedge fund group at Investcorp, a global alternative investment firm. In his role at Investcorp, Mr. Louis helped grow the business to peak assets of \$8 billion, advised institutional investors on customized hedge fund solutions, and designed new product offerings. He previously worked at UBS in the private equity secondaries group, focusing on buying and selling private equity interests in the secondary market. Early in his career, Mr. Louis worked at Credit Suisse

Group, where he focused on mergers, acquisitions, and project finance transactions. He is a graduate of Georgetown University.

James McSpirtt

Mr. McSpirtt is a lawyer and non-profit director. He served as the first Chief Executive Officer for Archdiocesan Housing of the Archdiocese of New York, responsible for the housing work undertaken by Catholic Homes New York, a Catholic Charities affiliate. Catholic Homes New York is an owner and developer of affordable housing. Under his leadership at Catholic Homes, 400 new units of affordable family and senior units were completed and construction commenced on over 190 additional units of family and supportive housing, all in the Bronx. He had been Chief of the New York City Law Department's Economic Development Division, which plays a central role in advising and negotiating major development projects for the city. Before returning to the Law Department, where he previously had served in the Economic Development Division and as Deputy Chief of the Municipal Finance Division, Mr. McSpirtt was Corporate Vice President and General Counsel of the Phipps Houses Group, a non-profit developer, owner, and manager of affordable housing in New York City. He is a graduate of Princeton University and the University of California, Los Angeles School of Law.

Morris Missry

Morris Missry is the Managing Partner of Wachtel Missry LLP and the Chair of its Real Estate Department. Long considered one of the most creative and knowledgeable attorneys in New York, Mr. Missry has been representing clients in real estate matters throughout the world for the past three decades. He has also acted as general counsel for a wide variety of prestigious, privately-held companies, representing them in a number of corporate transactions. Mr. Missry has worked closely with several developers, owners, REITs, private equity funds, investors and family-owned real estate businesses in all aspects of domestic and international commercial real estate transactions. He has successfully handled issues ranging from compliance with administrative regulations, land use and development issues, to the production and negotiation of intellectual property. In his private life, Mr. Missry is a committed civic leader and philanthropist, contributing to and advising numerous charities and public service organizations.

Ngozi Okaro

Ngozi Okaro advocates for a fashion industry that honors planet and people. She founded Custom Collaborative to support immigrant and no/low-income women launching sustainable fashion businesses and careers. Custom Collaborative also serves fashion-industry entrepreneurs, workers, and consumers who value ethical fashion. In addition to leading Custom Collaborative, Ngozi is a Commissioner of the NYC Equal Employment Practices Commission. Among other honors, she is a 2022 Goldman Sachs Black Woman Impact Leader, Vogue Business 100 Innovator, and Conscious Fashion Campaign & United Nations SDG Honoree; 2021 AARP Purpose Prize Fellow, and Crain's Notable Woman in Business; 2020 "World-Changing Women in Conscious Business" winner, from Conscious Company Media and Kate Spade; 2019 NYC Fair Trade Coalition "Changemaker of the Year", and New York Women's

Foundation "Spirit of Entrepreneurship" awardee. She is certified by NYU's Center for Philanthropy and Fundraising, was a 2014 Environmental Leadership Program Fellow, and is a graduate of the Coro Leadership New York program. Ngozi is a graduate of Georgetown University Law Center and of Morgan State University.

Patrick J. O'Sullivan, Jr.

Mr. O'Sullivan is a partner at Herrick, Feinstein, LLP where he advises clients on a range of real estate matters, including development projects, acquisitions and dispositions and financings. Prior to Herrick, Mr. O'Sullivan was a senior attorney at Cleary Gottlieb Steen & Hamilton LLP. Previously, Mr. O'Sullivan served as Executive Vice President and Head of the Real Estate Transactions Group at NYCEDC for seven years. Prior to NYCEDC, Mr. O'Sullivan spent five years advising clients on corporate and securities law matters in private practice. Mr. O'Sullivan is a graduate of Harvard College and Harvard Law School.

Janet Peguero

Janet Peguero is currently serving as the Bronx Deputy Borough President for Bronx Borough President Vanessa L. Gibson. She also serves as the Bronx Borough Director for Amplify Her, an organization that works to increase the number of women in elected office. During the height of the pandemic, Janet served as a community organizer working with Bronx-based mutual aid groups and local small businesses to increase access to food and PPE.

Prior to joining the Bronx Borough President's office, Janet was an Associate at Constantinople & Vallone, a government relations firm, heavily focusing on and advocating for local nonprofits and affordable housing. Before that, at the NYC Department of Small Business Services (SBS), Janet served the communities that raised her as the Senior Rezoning Manager on citywide land use projects with a focus on the Bronx and Upper Manhattan, closely working with City Hall, local elected officials, community boards, and community partners. Her tenure at SBS began in the Division of Business Services managing pro bono services and leading the first-of-its-kind Commercial Lease Assistance program, offering free legal representation to commercial tenants.

Janet started her public career in the nonprofit sector with the Vance Center for International Justice, a division within the New York City Bar Association. There she organized a network of private law firms and encouraged the promotion and expansion of clearing houses aimed at bridging access to free legal services for civil society and non-profit organizations in Latin America and Africa. Janet is an EOP Alumna of SUNY Binghamton, holding a BA in Latin American and Caribbean area of Studies (LACAS) and Sociology with honors. She is a proud product of NYC's public-school education, and a 2019 fellow of the Council for Urban Professionals.

Anthony Perez

Anthony Perez is Deputy Chief of Staff at the New York City Council Speaker's Office where he serves as a strategic advisor on key legislation and on the Speaker's signature initiatives, and as

a senior administrator helping to oversee the day-to-day operations of the City's legislative process. Mr. Perez is the former Executive Director of the Bronx Democratic Party and previously served in a number of senior roles at the Mayor's Fund to Advance New York City. A graduate of Union College, Mr. Perez was born in The Bronx and is a lifelong New Yorker.

Mark E. Russo

Mr. Russo is President of Russo Picciurro Maloy (RPM) Insurance Agency, Staten Island's largest and oldest independent insurance agency established in 1886. RPM also provides commercial real estate and mortgage services throughout the Tri-State Area. Mr. Russo joined the firm in 1989 and became a partner in 1994. He manages company relations as well as sales, marketing, and advertising.

Joseph Shamie

With over 40 years of experience in the juvenile furniture industry, Mr. Shamie, Co-President of Delta Children, is at the forefront of revolutionizing and innovating the landscape of affordable and safe children's products. Together, with his brother, Sam, Joseph helped grow their father's retail store in Bedford-Stuyvesant into Delta Children, a company that has transformed the juvenile category. He's assumed multiple roles, including overseeing product development, sales, marketing—and most importantly, safety. Committed to creating products that every family can afford, Joseph is constantly working towards providing children worldwide with a safe place to sleep.

A native of New York City, Joseph grew up in Brooklyn, and is dedicated to helping families in local communities live better. Recognized for his charitable endeavors, Joseph has received prestigious awards from First Candle, UJA and the Sephardic Community Center, of which he is the Chairman of the Finance Committee. He is a Delivering Good board member and received the organization's prestigious Humanitarian of the Year Award.

As part of Delta Children's Safe Sleep Campaign, Joseph delivers life-saving safe-sleep presentations to new and expecting parents around the country. To date, The Safe Sleep Campaign has donated over \$6 million worth of product and monetary contributions to victims of natural disaster relief, child development centers and military families to ensure every baby has a safe place to sleep. A Juvenile Products Manufacturers Association (JPMA) board member, Joseph helps create industry standards that ensure children's wellbeing. Joseph works closely with several charities, including Delivering Good, Northside Center for Child Development, The New York Foundling, Inwood House, Angel Fund, Sephardic Bikur Holim, GOOD+ and the United Jewish Appeal (UJA), as well as serving on the non-profit board of First Candle.

Joseph resides in Brooklyn with his wife, Adrienne. Together they raised four children, Louis, Lorraine, Gloria and David, and recently welcomed their eighth grandchild.

Charles Tebele

Mr. Tebele is the founder and CEO of Digital Gadgets, a leading manufacturer and distributor of technology products. Prior to founding Digital Gadgets, Mr. Tebele was the President and CEO

of RCS Computer Experience, a major retailer of consumer technology products with locations throughout New York City. Mr. Tebele has experience in many areas of the tech sector as well as retail and wholesale distribution and logistics. Mr. Tebele currently serves on the Board of Directors of The Safe Foundation, a not for profit based in New York City that helps individuals and their families recover from addiction problems.

Jeff Thamkittikasem

Mr. Thamkittikasem is currently Senior Director of Ambulatory Operations and Optimization at NYU Langone Health. Prior to taking on this role, Mr. Thamkittikasem served as the Director of the Mayor's Office of Operations for the City of New York in the de Blasio administration. During the COVID-19 pandemic, he was designated the City's Testing Czar, responsible for the development and implementation of the citywide testing strategy and operations, including creation of the city's public school testing and reopening plans. He also supported the expansion of vaccination distribution across the city. Before that, Mr. Thamkittikasem served as the Chief of Staff at the New York City Department of Correction, where he led many progressive reforms, including dramatically reducing the use of punitive segregation and increasing incarcerated individuals' access to educational, job-preparation, and mental health programming in New York City jails. Prior to joining New York City government, Mr. Thamkittikasem co-founded and served as Managing Partner and Vice-President of Sentinel Strategy and Policy Consulting, where he provided strategic and operational guidance to a wide array of clients and developed a strong cohort of data analytic experts and products. The firm served public and private-sector clients in the U.S. and abroad. Previously, he served as Senior Policy Adviser to the Commissioner at U.S. Customs and Border Protection and as Chief of Staff for its Office of Anti-Terrorism, where he directed various emergency response events and provided policy guidance in the development of international trade and security partnerships. His public service began in New York City, where he worked for the New York City Council. Mr. Thamkittikasem holds a Master's of Public Administration from Columbia University's School for International and Public Affairs, a Master's degree in Sociology from Stanford University, and Bachelor's degrees in Political Science and International Relations, with Honors, from Stanford University.

Maria Torres-Springer

Maria Torres-Springer is the NYC Deputy Mayor for Economic and Workforce Development, charged with spearheading the administration's efforts to strengthen and diversify its economy, invest in emerging industries, bolster small business, connect New Yorkers to family-sustaining jobs, and expand access to arts and culture. She previously was Vice President of US Programs at the Ford Foundation where she oversaw the foundation's domestic grant making and made historic investments to support racial equity, workers' rights, voting rights, and arts and culture across the country. As commissioner of the NYC Department of Housing Preservation and Development, Maria focused on the production of housing for the city's most vulnerable communities, while also launching several new programs to protect tenants' rights. She led the implementation of Housing New York, a five-borough, 12-year plan to create or preserve 300,000 affordable homes; and she steered the financing of approximately 60,000 affordable

homes. Earlier, as president and CEO of New York City Economic Development Corporation, Maria led the implementation of the new citywide ferry service and made major investments in key sectors of the city's economy. She also spearheaded several neighborhood revitalization plans. Prior to that, as commissioner of the NYC Department of Small Business Services, Maria prioritized efforts to raise wages and support women and immigrant-owned businesses and worked to prepare New Yorkers for 21st-century jobs. Maria earned her bachelor's degree in ethics, politics, and economics from Yale University and a master's in public policy from the Kennedy School of Government at Harvard University. She lives in Brooklyn with her husband and two daughters.

Elizabeth Velez

Elizabeth Velez spearheads strategic growth and project diversification for the 50-year-old Velez Organization as President and principal, ensuring that the second-generation construction services firm is one of the longest established and successful in the region. To her credit are hundreds of projects which have come to fruition under her direction, including over 600 units of housing made affordable by state and federal grants in the Bronx and Harlem, and over \$30 billion of significant educational, healthcare, and large-scale projects throughout New York.

In 2022, Ms. Velez was appointed by Governor Kathy Hochul to the Board of the Metropolitan Transportation Authority. In July 2022, Ms. Velez joined the MTA Traffic Review Board - a six-member panel to determine the City's congestion pricing toll. She served until 2021 as commissioner of the NYC Property Tax Reform Commission, which produced public inclusive recommendations to create transparency and equity in the NYC tax system. From 2020 to 2021, she served for both Mayor Bill de Blasio and former Gov. Andrew Cuomo on COVID pandemic advisory and recovery boards. She also served on the New York Stands with Puerto Rico Recovery & Rebuilding Committee, and the New York Memorial Commission for Hurricane Maria. Ms. Velez is a Trustee of the New York Police Foundation and serves on its Executive Committee. In her advocacy role for the design and building industry of New York, Ms. Velez was Chair of the New York Building Congress, the preeminent A/E/C industry group. She continues in a leadership role with the NYBC as the newly created Chair of the NYBC Council of Presidents.

Ms. Velez is a graduate of Hofstra University, with both a Bachelor's and Master's of Business Administration.

Betty Woo

Ms. Woo is the chief of the Economic Development Division at the New York City Law Department. She joined the Law Department in the Commercial and Real Estate Litigation Division in 1995 and then moved to the Economic Development Division in 2001, where she became senior counsel in 2004 and then deputy chief in 2011. During her tenure in the Economic Development Division, Ms. Woo has worked on many complex real estate and other commercial transactions including the redevelopment of the World Trade Center site, the Hudson Yards development, and the management of the airports. Prior to the Law Department,

Ms. Woo was a litigation associate at the firm of Mandel and Resnik. She has a JD from Fordham University School of Law.

Kathryn S. Wylde

Ms. Wylde is the President and CEO of the Partnership for New York City, a nonprofit organization of the City's business leaders dedicated to maintaining New York City as a center of world commerce, finance, and innovation. A graduate of St. Olaf College, she was also the founding President and CEO of the Housing Partnership Development Corporation.

Executive Staff

Andrew Kimball

President & CEO

Andrew Kimball is President & CEO of New York City Economic Development Corporation, where he leads NYCEDC's work growing an innovative and inclusive economy for all New Yorkers. Prior to his appointment in 2022, Andrew served as the CEO of Industry City, where he directed the transformation of the long-underutilized industrial facility in Sunset Park, Brooklyn. Under his leadership, Industry City invested over \$450 million in infrastructure and place-making initiatives, and grew thousands of jobs and hundreds of businesses, ranging from startups to Fortune 500 companies.

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Prior to his time at the Navy Yard, Andrew served as director of operations for NYC2012, the privately funded bid to bring the 2012 Olympic Games to New York City, and as vice president of the New York Public Library.

Up until his appointment to NYCEDC, Andrew sat on numerous boards, including the Coro New York Leadership Center, where he served as chair; Prospect Park Alliance; Gowanus Canal Conservancy; Brooklyn Chamber of Commerce; Citizens Budget Commission; and the NYS Regional Economic Development Council.

He holds a bachelor's degree from Hamilton College and is a graduate of the Coro Public Affairs Fellowship program. A life-long New Yorker, Andrew lives in Park Slope, Brooklyn with his wife, Sarah Williams, and two children.

Meredith J. Jones

Executive Vice President and General Counsel

Before joining NYCEDC, Meredith worked at corporate law firms and as counsel to a multi-national engineering and construction company. She also served as general counsel for the National Oceanic and Atmospheric Administration and as Chief of the Cable Services Bureau of

the Federal Communications Commission. She is a graduate of Swarthmore College and received her Juris Doctor from Yale Law School.

Joshua Kraus

Executive Vice President and Chief Infrastructure Officer

Josh Kraus is the Chief Infrastructure Officer at NYCEDC, where he works across divisions to ensure successful delivery of the corporation's highest-priority capital and planning projects. Prior to joining NYCEDC in April 2021, Josh served as Director of the New York City Mayor's Office of Capital Project Development. There, since 2013, he managed complex, multi-stakeholder capital and planning projects across the five boroughs, from Pre-K sites and post-Sandy rebuilding to cultural institutions, parks, public plazas, and COVID care facilities. Josh also coordinated the City's engagement on planning for regional infrastructure projects, such as the Gateway project, Moynihan and Penn Stations, and Port Authority Bus Terminal—a role he now continues to play at NYCEDC. Josh previously spent seven years in the Lower Manhattan Borough Commissioner's Office of the NYC Department of Transportation, where he supported the rebuilding of the World Trade Center site as well as reconstructing streets and utilities across Lower Manhattan following the 9/11 attacks. Josh holds a master's in urban planning from McGill University and a bachelor's in social geography and urban development from Boston University. He lives in the Bronx with his wife and three children.

Cecilia Kushner

Executive Vice President and Chief Strategy Officer

Cecilia Kushner is the Chief Strategy Officer, a role in which she leads multidisciplinary teams to deliver projects and programs focused on developing emerging sectors equitably and building neighborhoods of economic success. Prior to her current role, Cecilia spent over a decade working for the City on a range of infrastructure, transit operations, land use, and community development programs and policies, most recently as the Executive Vice President for Planning and NYC Ferry at NYCEDC, and earlier at the Department of City Planning in the Brooklyn, Resiliency, and Executive Offices.

Prior to immigrating to New York City in 2005 from France, Cecilia lived in London for two years, working on economic analysis for historic preservation. Cecilia received her bachelor's degree from La Sorbonne and holds a master's degree in historic preservation from the Bartlett School of Planning at University College London, and a master's degree in city planning from Hunter College, where she has taught planning as an adjunct. She lives in Brooklyn with her husband and two children.

Jennifer Montalvo

Executive Vice President and Chief of Staff

As NYCEDC's Chief of Staff, Jennifer Montalvo serves as chief strategist to the President & CEO, and oversees the management of the President's Office and External Affairs division to help advance NYCEDC's agenda and move critical projects forward. Since joining NYCEDC in 2019, she has served as Senior Vice President and Vice President of the Government and Community Relations department, where she managed short- and long-term government and community

affairs initiatives that strengthened and built external relationships, public engagement, and community support for the full spectrum of NYCEDC's work. She led the team and their inclusive community outreach for all NYCEDC's legislative affairs, citywide transportation and industry initiatives, and projects moving through the land use and public approval processes.

Prior to NYCEDC, Jennifer served as the Senior Deputy Director of the Office of Intergovernmental Relations at the New York City Housing Authority (NYCHA), where she was responsible for advancing NYCHA's legislative priorities and public policies, as well as managing interdepartmental agency initiatives. Jennifer previously served as a Legislative Policy Analyst in the New York City Council under former Speakers Christine Quinn and Melissa Mark-Viverito, where she worked to enact the passage of key legislation, including IDNYC. Jennifer is an alumna of Siena College and lives with her partner on the Lower East Side.

Jeanny Pak

Executive Vice President and Chief Financial Officer

Jeanny has spent the last 25 years working in public finance investment banking. Most recently she was head of UBS's East Region Public Finance Division. Jeanny has spent most of her career working with public sector clients at the state and local levels where she developed and executed financial strategies, large bond transactions, and forward-thinking financial structuring. She has led large teams and is very active in groups and initiatives that promote women and people of color in the finance industry.

Jeanny holds a Bachelor's degree in psychology from Cornell University and a Master in Public Policy from the Harvard Kennedy School.

Melissa Román Burch

Executive Vice President and Chief Operating Officer

Melissa Román Burch is NYCEDC's Chief Operating Officer and leads the Real Estate Transaction Services and Asset Management divisions. As COO, she oversees public/private developments involving City-owned property, and manages NYCEDC's portfolio of 200+ unique and iconic assets spanning 64 million square feet and composed of commercial and industrial real estate, critical infrastructure, and energy assets. Melissa also leads the Strategic Investments Group, which structures impact investments through discretionary tax benefits and tax-exempt financing, and initiates catalytic investments that mobilize private capital and support the growth of strategic sectors.

Melissa joined NYCEDC in April 2022 after two decades as a leading property executive and developer of large-scale, mixed-use projects distinguished by investments in transportation infrastructure, environmental leadership, and innovative partnerships. Prior to NYCEDC, Melissa served as Executive General Manager for Lendlease, where she initiated and led all acquisition and development activities for the NY region. Melissa was previously Executive Vice President for Forest City Ratner, where she oversaw the development of Pacific Park Brooklyn, anchored by the Barclays Center Arena and composed of new market-rate and affordable housing, office space, transportation improvements, and parks.

A committed civic leader, Melissa proudly serves as a Trustee of the Henry Street Settlement and Coro New York Leadership Center. She was previously a Trustee and on the Executive Committee of the Citizen's Budget Commission. Melissa is an active member of the Real Estate Board of New York (REBNY), Urban Land Institute (ULI), and W/X New York Women Executives in Real Estate. Melissa graduated magna cum laude in government from Harvard College and received her MBA from the Harvard Business School. She lives in Manhattan with her husband and two children.

Elizabeth T. Arnaiz, AIA

Executive Vice President, Capital

Elizabeth leads a multidisciplinary team, composed of engineers, architects, landscape architects, and technical project support staff, to deliver on a diverse portfolio of over 100 projects, representing nearly \$6 billion in construction costs. The work implemented by the division provides critical citywide improvements, with particular focus on infrastructure, resiliency, open space, and civic projects. The team works closely with other City agencies to align on project goals, delivering projects to improve the quality of life for all New Yorkers. As a registered architect, Elizabeth brings expertise to design, construction and the built environment. During her time at NYCEDC, Elizabeth has led the planning and building improvements for Health + Hospital's billion dollar resiliency program, the reconstruction efforts for Orchard Beach, design and coordination for NYCEDC's headquarters, and other critical projects across CAP's portfolio. Before joining NYCEDC, Elizabeth worked at the architecture firm Ennead Architects, focusing on healthcare and resiliency in New York City. She is a graduate of Williams College and Columbia GSAPP, where she earned a masters of architecture. She lives in Brooklyn with her family.

Bernice Clark

Executive Vice President, External Affairs

Bernice Clark leads the External Affairs division, which comprises three departments: Government & Community Relations, Marketing, and Public Affairs. This division creates connection and engagement with the public, by building relationships with communities and stakeholders and communicating NYCEDC's work to benefit New York City and New Yorkers. Bernice served as Chief Marketing Officer prior to her current role and spearheaded the launch of the digital-first targeted "Why NYC" business development campaign.

Prior to joining NYCEDC, Bernice was Senior Vice President, Marketing at Macy's, the \$24B omnichannel national retailer, where she held key senior marketing roles across digital media, ecommerce, marketing operations, brand, and product content that were critical to re-positioning and evolving Macy's as a national brand and top-25 US advertiser. Prior to joining the Macy's organization, Bernice worked at top-tier advertising agencies such as Leo Burnett, Young & Rubicam, and Saatchi & Saatchi.

A native of Brooklyn, NY, Bernice holds a BA from Barnard College/Columbia University with a double major in sociology and program in the arts/piano performance. She also holds an MBA

in marketing from the Stern School of Business at New York University. Bernice and her husband are the parents of twin teenage sons.

Brinda Ganguly

Executive Vice President, Strategic Investments Group

Brinda leads the Strategic Investments Group, overseeing the organization's impact investing efforts. She is passionate about using finance as a tool for social change and has more than 20 years of experience in the investment space, the bulk on transactions with a dual mission around generating financial returns and social impact. Prior to joining NYCEDC, Brinda was the Chief Operating and Chief Compliance Officer at Elevar Equity, an impact venture capital firm that invests in Latin America and India. Earlier in her career, she managed impact investing portfolios—across asset classes—at The Rockefeller Foundation, Living Cities, and the Open Society Foundation. Brinda has also worked at Citigroup, in the corporate investment bank, covering healthcare clients; and at Charles River Associates, an economic consulting firm. Brinda graduated from Bryn Mawr College with a BA in economics and Spanish, and she holds an MBA from Columbia Business School. She lives in Brooklyn with her husband and daughter.

Spencer Hobson

Executive Vice President and Treasurer, Finance

Spencer oversees NYCEDC's Finance Division, which includes the Accounting, Budget, and Grants Management departments. Previously, he assisted in managing NYCEDC's Internal Audit group for many years. He is a life-long resident of Queens, NY and received his bachelor's degree in accounting from CUNY at York College in Jamaica, Queens. He is a certified public accountant as well as a certified internal auditor. Before joining NYCEDC, Spencer spent several years conducting audits throughout the east coast for a hotel and restaurant employee's union trust fund.

Hester Muis

Executive Vice President, Real Estate Transaction Services

Hester oversees NYCEDC's Real Estate Transaction Services department, leading the organization's public-private partnerships involving City-owned property to support the growth of quality jobs, promote livable and affordable communities, and facilitate redevelopment projects that drive inclusive growth and positive return to the city. Prior to NYCEDC, Hester did real estate acquisitions and eventually went on to head the Debt Capital Markets team in J.P. Morgan's Real Estate Asset Management division. Hester holds a master's in real estate finance from New York University and a BA in economics and architectural history from the University of Virginia.

Francisco Pineda

Executive Vice President, Asset Management

Francisco comes to NYCEDC with over 20 years of leadership and operational experience across the private and academic sectors—leading acquisitions, scaling teams, re-positioning assets, and delivering real estate, energy, and construction projects. He was most recently the Program

Chair of the Columbia Graduate Program for Construction, a member of the Columbia University Faculty, and Director of the Columbia Construction Diversity Initiative. In addition, he served on President Biden's Infrastructure Policy Committee and continues to serve in the US Naval Reserves as a logistics officer.

Francisco holds an MBA from Columbia Business School and a Master of Public Administration from Columbia University's School of International and Public Affairs and is a PhD candidate in urban infrastructure systems at NYU's Tandon School of Engineering.

Jennifer Sun

Executive Vice President, Planning

Jennifer Sun leads the Planning Division, which brings together the Land Use, Neighborhood Strategies, and Transportation departments to shape the growth of neighborhoods and business districts, and the sustainable movement of people and goods. She brings 20 years of neighborhood planning and economic development experience in the public and nonprofit sectors, including two prior stints at NYCEDC as the first Executive Director of Sunset Park in Asset Management, and as Senior Vice President leading Bronx and Upper Manhattan projects in Planning. In addition to NYCEDC, Jennifer has managed economic development initiatives in the Mayor's Office and implementation of the Community Parks Initiative at NYC Parks. Prior to rejoining NYCEDC, Jennifer was Co-Executive Director of Asian Americans for Equality, a NYC-based community development organization. She holds bachelor's degrees in economics and East Asian studies from UCLA, and a master's degree in urban planning from Columbia University. She lives in New York with her husband and two kids.

Jennie Wallace

Executive Vice President, Internal Audit

Jennie Wallace oversees the Internal Audit function for NYCEDC. Jennie is a seasoned audit executive with a passion for the profession and over 20 years of experience partnering with company leadership to assess, manage, and mitigate risk. She started her career with 10 years at PwC, and then held audit and controls leadership roles at glacéau (part of The Coca-Cola Company), OnDeck Capital (FinTech startup, now public), and Horizon Media (largest independently owned media agency). Jennie is an active member and speaker with the NY Institute of Internal Auditors and a member of the Advisory Board at St. John's University's Internal Audit program. She is a Certified Public Accountant (CPA) in the state of NY, a Certified Information Systems Auditor (CISA), and a Chartered Global Management Accountant (CGMA).

James Wong

Executive Vice President and Executive Director, NYC Ferry

James serves as the Executive Director for NYC Ferry. He began working at NYCEDC in 2014 in a planning role for passenger ferries, a nascent idea when the East River Ferry was still a pilot service. Since then, James has overseen the planning, implementation, and launch of the NYC Ferry system, which opened in May 2017 and now serves over 6 million riders annually. He built a dedicated department and leads an agency-wide effort to ensure the safe and efficient operation of ferries. Today, he manages a team that handles NYC Ferry contracting, finance,

operations, and the fleet of vessels, while overseeing other NYCEDC work in connection with landing maintenance and delivery of new ferry facilities.

A transportation planner and engineer by education, James previously consulted on street design, transit operations, and corridor planning projects for cities around the United States and abroad. He has published multiple peer-reviewed research articles on transit data, operations, and system management. James has a bachelor's of science in engineering from the University of Pennsylvania and master's degrees in civil engineering and city and regional planning from Georgia Tech. He lives in Brooklyn and is an avid volleyball player.