

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.

Paula Roy Carethers

Paula Roy Carethers is an accomplished urban planner and real estate strategist committed to fostering inclusive, sustainable, and innovative communities. With her extensive expertise in real estate, urban planning, and public relations, she has strategically guided numerous large-scale projects. Paula currently spearheads the real estate strategy for the Archdiocese of New York, managing an expansive portfolio. She has held leadership roles in various high-impact projects, such as the New York City Housing Development Corporation’s real estate affairs and the master planning for Ford’s

restoration of Michigan Central Station. Her planning career began at the New York City Economic Development Corporation, where she contributed to significant projects like the post-9/11 Lower Manhattan rebuilding and Brooklyn Bridge Park's planning. Paula earned her graduate degree from the University of Michigan's Taubman College of Architecture and Urban Planning.

Adolfo Carrión, Jr.

Adolfo Carrión, Jr. has dedicated his career to strengthening communities and expanding opportunities for all New Yorkers. As the Deputy Mayor for Housing, Economic Development, and Workforce, he is charged with spearheading the administration's efforts to strengthen and diversify its economy, advance Mayor Adams' moonshot goal of creating 500,000 new homes for New Yorkers over the next decade, preserve and improve the New York City Housing Authority (NYCHA), bolster small businesses, connect New Yorkers to family-sustaining jobs, and expand access to arts and culture.

Most recently, Mr. Carrión served as the Commissioner of NYC's Department of Housing Preservation and Development (HPD), where he advanced policies to create and preserve affordable housing at record numbers while driving neighborhood investment and furthering tenant protections, fair housing, and equity. Mr. Carrión's career highlights his commitment to develop housing, infrastructure, and business opportunity at all levels. He served in President Obama's administration as the regional administrator for Housing and Urban Development's Region II and director of the White House Office of Urban Affairs.

Earlier, Mr. Carrión began his career as a teacher community board manager before serving as a New York City Council Member and Bronx Borough President. He also led the National Association of Latino Elected Officials (NALEO) and served in executive leadership in several firms, including his own. A lifelong New Yorker, Mr. Carrión is a proud father and grandfather. He earned his bachelor's degree from King's College and a master's in urban planning from Hunter College.

Ramakrishna Cherukuri

Ramakrishna Cherukuri is the Founder & CEO of New York Frangrance, a duty free distribution platform he launched in Staten Island over 40 years ago. He has developed deep relationships with partners in Europe, Asia, and Latin America to further expand his presence as an entrepreneur and leader. Furthermore, he used his career as an opportunity to be a changemaker. Ram has devoted his career to building and investing in the growth of NYC through his company as well as various other ventures across real estate, hospitality, and healthcare.

Throughout his career, Ram has partnered with various stakeholders across the NYC ecosystem to be an advocate for change, entrepreneurship, and leadership. He has previously served on the Board of the Staten Island Economic Development Corporation,

the Board of the Staten Island University Hospital, and the Board of the Staten Island Chamber of Commerce.

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.

Paul Fernandes

Paul Fernandes has been the Executive Director of CCA Metro, the Carpenter Contractor Alliance of Metropolitan New York, since 2014. He leads the organization's operations to promote the joint interests of more than 20,000 union carpenters and 1,000 contractors. Mr. Fernandes is recognized as one of the most effective strategists, policy experts, and speakers on construction issues. He has been a lead negotiator on billions of dollars of public and private sector labor agreements and an instrumental advocate and

adviser on numerous economic development efforts, public procurement reforms to generate taxpayer savings while protecting labor standards, reducing workers' compensation costs, and utilizing training programs to improve workforce skill, safety, and diversity.

Mr. Fernandes was Chief of Staff of the Building and Construction Trades Council of Greater New York for two decades during which time he was also President and CEO of The Edward J. Malloy Initiative for Construction Skills, where he is currently chair of the board of directors. A Rutgers University graduate, Mr. Fernandes began his career working as a finance coordinator on Bill Clinton's 1992 presidential campaign. This was followed by an appointment as Special Assistant to the U.S. Secretary of Labor in the White House Liaison's office. He later served as an aide on campaigns for statewide and local office.

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 a Strategy Consultant helping organizations to identify and capitalize on opportunities, develop strategic relationships, raise funds and make more informed decisions to advance their mission.

Adam has more than 35 years of experience in economic and community development, urban planning and policy and development of sustainable practices, and is recognized nationally for his work to strengthen urban manufacturing and build organizational capacity. Adam was previously Chief Strategy Officer at Pratt Institute, Director of the Pratt Center for Community Development and managed economic and community development for Manhattan Borough Presidents Dinkins and Messinger.

Adam is co-founder and Chairman Emeritus of the Urban Manufacturing Alliance, a national network of economic development professionals in more than 200 cities. His career includes directing the Garment Industry Development Corporation, one of the nation's first public-private labor-management partnerships established to strengthen one of the city's key economic sectors, and creating the New York Industrial Retention Network, a nonprofit organization established to preserve the city's manufacturing sector. While at

NYIRN, Adam launched the Made In NYC program which now serves approximately 1,200 local manufacturers.

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. Mr. 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 McSpiritt

Mr. McSpiritt 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. McSpiritt 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.

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.

Emanuel Pastreich

Manny Pastreich has dedicated his career to improving working conditions for service workers. In December 2022, Manny became President of the 185,000-member strong 32BJ Service Employees International Union (SEIU). Previously, Manny served as Secretary-Treasurer and Director of Bargaining for 32BJ. In this role, he participated in bargaining every major 32BJ contract, helping win wage increases, strengthening members’ health and training benefits and expanding job protections for the 32BJ members in New York, Massachusetts, New Jersey, Washington D.C., and beyond.

Manny’s work has led to thousands of members being organized into SEIU and 32BJ. He led the research for the 1992-1996 Justice for Janitors campaign in Washington D.C. which saw janitors and allies blocking bridges and major arteries. He also played a key role supporting 32BJ’s successful organizing of tens of thousands of security officers and airport workers in the 2000s. In the 1990s, he also worked as a researcher supporting SEIU’s organizing and bargaining across the country before being the research director for the AFL-CIO on the United Farm Workers’ strawberry worker organizing campaign. He worked another three years with the AFL-CIO, coordinating multi-union campaigns in the airline and airport sectors.

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.

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.