



TECHNICAL ASSISTANCE PANEL

St. John's Getty Square

YONKERS, NEW YORK

September 30-October 2, 2020

SPONSORED BY:

The Alliance for Renewal at St. John's Getty Square

St. John's Episcopal Church, 1 Hudson Street, Getty Square, Yonkers, New York



TAP Panel & Project Staff

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Cover Image: St. John's Episcopal Church. Source: TAP Panel.

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Executive Summary

St. John's Episcopal Church (the Church) is a beautiful and historic 300+ year old stone church located at **Getty Square**, in the heart of **Yonkers, New York**. The Church has been an active and steadfast fixture in the community providing worship services, fellowship and social services to downtown Yonkers residents and the surrounding neighborhoods since its inception. Today, it sits at the crossroads of development.

While recent improvements to Yonkers' waterfront buildings and investments in nearby properties have shown promise of economic revitalization, these improvements bring into greater contrast the poverty in the community, the need for more affordable housing, and the decline in commercial activity downtown and along Main Street. The Church sits at the intersection of these development activities and social concerns.

As the Church delivers on its mission of ministry, considers its building conservation needs, and contemplates expansion of community services, Church leaders entered into a partnership with Christ Church Bronxville, Christ's Church Rye, and The Episcopal Diocese of New York to form **The Alliance for Renewal at St. John's Getty Square** (the Alliance). The primary goal of the Alliance is to develop a school for the performing arts on St. John's campus. It is projected that through the development of the Episcopal School for the Performing Arts (ESPA), and potential related property redevelopment, a new and engaging secondary education opportunity could attract and serve a diverse student body, serve to stabilize and secure the Church's finances, and provide additional mixed-income housing to the community.

These bold and auspicious goals are not without challenges.

With a certain degree of available land on its existing, nearly full-block campus and in the interest of repurposing some of its existing structures, the Alliance turned to the **Urban Land Institute (ULI) New York** and **Westchester/Fairfield** district councils and their **Technical Assistance Panels (TAPs) Program** for guidance on the potential development or redevelopment of Church buildings and development recommendations for the ESPA on the campus. ULI convened a virtual TAP comprised of twelve professionals from a variety of real estate disciplines, to study the land use challenge at hand and



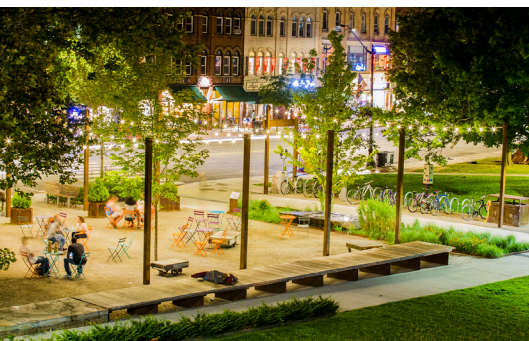
St. John's Episcopal Church at Getty Square, view from the south. Source: TAP Panel.



A Church-owned building that is currently unused could make way for a new mixed-use residential building along Riverdale Avenue. Source: TAP Panel.



Top: Harlem Stage is a performance space in a former church building. Source: John Bartlestone. Middle: Performance space at St. Mark's Church. Source: St. Mark's Church in the Bowery.



Pulaski Park offers a good example of how a new common space in the center of the Church campus could look. Source: STIMSON landscape architects.

provide a series of recommendations and strategies that would help the Alliance in the pursuit of its goals.

After two and one-half days of briefings, confidential stakeholder interviews, and expert analysis, the Panel arrived at a blueprint for development – a series of recommendations that the Alliance can use to begin to achieve its bold, mission-focused, and community-centered goals. Given the scope of work involved in creating a new school from the ground-up, the Panel wisely divided its development recommendations into three development phases that can be launched and completed over time.

The goals are bold, the mission is inspired, and the leadership of the Alliance is both brave and determined. With considerable focus and vision, charting a path loosely set forth by the Panel and with a long view, the Alliance may begin its journey toward realizing its goals, securing its future, and providing long-lasting positive impacts on its surrounding community and future generations of leaders, visionaries, and artists.

A note about this Technical Assistance Panel

Due to the sensitivity of the information and issues at hand for the Alliance, and in an effort to preserve the integrity of the Panel's recommendations, ULI is neither able to release the strategic details of the Panels' recommendations, nor its tactics at this time. The final report for this TAP may become publicly available in the future, with approval from the Sponsor.

Acknowledgments

ULI New York and ULI Westchester/Fairfield are grateful to our dedicated group of Panelists for lending their time, expertise, insight and enthusiasm to both ULI and the Alliance throughout this engagement. Volunteer members are a key part of our Technical Assistance Panels Program and we value their commitment to helping ULI deliver on its mission.

We would also like to thank the Alliance for Renewal at St. John's Getty Square for inviting this Panel to study the Church's land use challenges and make recommendations for developing a performing arts secondary school on the St. John's Getty Square campus. This TAP would not have been successful without the support from the members of the Alliance, particularly Michael Bird, Rector of Christ Church in Bronxville, New York, Kat Rodriguez, musician, singer, songwriter, and artistic counsel to the Alliance, Mother Vicky Sirota, and Jennifer Redman, affordable housing finance expert and friend of the Alliance.

About ULI & TAPs

ABOUT ULI NEW YORK & ULI WESTCHESTER/FAIRFIELD

ULI New York and ULI Westchester/Fairfield are district councils of the Urban Land Institute (ULI), a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 45,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines working in private enterprise and public service. As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to shape the future of the built environment for transformative impact in communities worldwide. ULI district councils carry out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through educational programs and community outreach initiatives.

ABOUT THE TECHNICAL ASSISTANCE PANELS (TAPs) PROGRAM

The objective of ULI's Technical Assistance Panels (TAPs) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing local governments, public agencies, and nonprofit organizations throughout its local geographies. Drawing from its extensive membership base, ULI district councils conduct one- and two-day panels offering unbiased, pragmatic solutions, best practice advice, and market-based strategies to local decision-makers on a wide variety of complex land use challenges, ranging from site-specific projects to public policy questions. The TAPs program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at newyork.uli.org and west-fair.uli.org.

ABOUT THE NEW YORK TECHNICAL ASSISTANCE PANELS (TAPs) PROGRAM

ULI New York convenes Technical Assistance Panels (TAPs) at the request of public officials, community stakeholders, and nonprofit organizations facing complex land-use challenges. TAPs provide objective, unbiased recommendations from a panel of diverse experts from ULI New York's membership who are assembled specifically for their expertise in the issues identified by the TAP sponsor. Typically, the TAP panelists spend one to two days visiting the study area and analyzing existing conditions, exploring specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way that is consistent with the sponsor's goals and objectives.

ABOUT THE WESTCHESTER/FAIRFIELD TECHNICAL ASSISTANCE PANELS (TAPs) PROGRAM

ULI Westchester/Fairfield's TAPs program provides a unique, market-based perspective to address a broad range of issues including strategies for revitalizing corridors or specific properties, analyzing the reuse potential of existing properties, identifying key economic and land use issues relating to public/private land use situations, long-range visioning for corridors or nodes, evaluating specific development and land proposals or issues, market feasibility analysis, financial analysis, and structuring, and more.



Historic fountain at the southeast corner of the Church property. Source: TAP Panel.

Panelists' Biographies



Christopher Stienon, AIA, AICP, PP, LEED AP, TAP Chair

Principal, Stantec
New York, NY

Christopher Stienon is an architect, an urban designer, and a city planner with a long history designing and managing projects that contribute to the public realm and the design of cities. He is currently a Principal at Stantec and a member of the Urban Places team. As both a licensed architect and a certified professional planner, and having worked with municipalities, planning agencies, private developers and institutions, Mr. Stienon has gained a broad familiarity with both the public and private sector forces that shape the modern city. His approach involves a creative integration of architecture, urban infrastructure, natural systems, and cultural heritage to generate urban typologies that are suited to the economic and environmental challenges facing our society today. He effectively uses context and precedent as the basis for a contemporary language of architecture and urban design to balance the physical, social, economic and environmental complexities involved with large-scale master planning and urban design. Mr. Stienon has worked for several renowned architecture and planning firms in New York City including Skidmore, Owings and Merrill, Beyer Blinder Belle, Cooper Robertson and Partners, EDAW, and AECOM, as well as his own company, Urban Matrix. This experience provided Mr. Stienon with a strong understanding of nearly all aspects of urban design and master planning including architecture, city planning, historic preservation, landscape architecture, urban infrastructure, and environmental sustainability. Christopher holds a Master of Science in Architecture and Urban Design from Columbia University, a Bachelor of Architecture from California Polytechnic State University, San Luis Obispo and attended the Ecoles d'Art Americaines in Fontainebleau, France. He recently served as an Adjunct Instructor at Fordham University's School of Visual Arts where he taught courses on Urbanism; the history of the city, and the Design of Cities. For several years he was a visiting Assistant Professor at the Pratt Institute, Graduate School of Architecture, Department of Urban Design. He is a full member of the Urban Land Institute, a member of the American Institute of Architects, the American Planning Association, and the American Institute of Certified Planners. He is also a LEED accredited professional.

Neil Alexander

Partner, Land Use, Zoning & Development Group; Chairman, Energy & Environmental Group, Cuddy & Feder, LLP
White Plains, NY

Neil is a Partner in the Land Use, Zoning & Development group and Chairman of the Energy & Environmental group at the firm. His clients move communities forward by introducing economic development, jobs, energy infrastructure and place-making. Neil's daily practice focuses on real estate transactions, land use, affordable housing, permitting, energy projects, economic incentive packages and sustainability measures. He routinely represents business entities, non-profit organizations and individuals throughout Westchester County, the Hudson Valley and the State of Connecticut in obtaining the necessary local- and state-level approvals and inducements for their projects, which range in scale from retail stores and wireless telecommunication facilities to large, mixed commercial and residential communities, as well as independent power infrastructure. As a U.S. Green Building Council LEED Accredited Professional (LEED AP) and a New York State Certified Real Estate Instructor, Neil frequently lectures at law schools, universities and continuing legal education seminars on topics related to his practice areas, including Workforce Housing, Climate Change, Agriculture/Food Production, High Performance Buildings, and Responsible Property Investment.

Michael Bowden, PE, ENV SP

Associate & Civil Engineering Practice Lead, KPFF
New York, NY

Mike has over 15 years of experience as a Civil Engineer. An Associate and Civil Engineering Practice Lead in the New York office of KPFF, he leads public and private multi-discipline site development projects at all levels of complexity and is responsible for new project development, client relationships, project coordination, design and production and most importantly, providing excellent service to our clients. His project experience includes mixed-use and multi-family developments, campuses, stadiums, health care facilities, parks and public facilities, from feasibility and master planning through construction. A strong proponent of sustainable site design, he is a credentialed Envision Sustainability Professional by the Institute of Sustainable Infrastructure. He enjoys spending time in Long Beach with his wife and son and is an avid surfer and golfer.

Julie Canter, PLA, ASLA, LEED AP BD+C, WEDG

Associate Principal & Studio Director, SWA / Balsley
New York, NY

Julie Canter is a Professional Landscape Architect with over fifteen years of experience leading complex projects within the United States and abroad. She is an Associate Principal and Studio Director at SWA/Balsley, where she brings strategic thinking, design vision, and knowledge of constructability to the management of the studio as well as the project work. Julie's work spans both the public and private sector, often working within dense urban environments. Her previous work at PWP Landscape Architecture includes Jewel Changi Airport and Marina Bay Sands IR, both in Singapore with Safdie Architects as well as Constitution Gardens on the National Mall and the Colorado Esplanade in Santa Monica, CA. In all of her work, Julie is focused on creating immersive environments that modulate space between large scale architectural moves and the pedestrian scaled environment – where people can play, relax, reflect, and enjoy. Julie is both LEED and WEDG accredited and strives to design and implement sustainable and resilient systems within contemporary design. Julie holds a Bachelor of Science in Landscape Architecture from Cornell University, with a dual concentration in Wetland Ecology and Art and Architectural History. She also holds a Master of Landscape Architecture from the University of Pennsylvania School of Design.

Beth Greenberg, FAIA

Principal, DattnerArchitects
New York, NY

Beth has managed a variety of high-profile projects in over 25 years at Dattner Architects. From housing to educational spaces, health clinics and community facilities, to large scale urban design and transportation projects, a multi-disciplinary background has influenced her capacity to bring clarity to multi-faceted design and regulatory processes. A critical component of her work includes supportive and affordable housing as well as community-based facilities, where she served as Principal-in-Charge for projects including the Metro East 99th Street, Concern Heights, and the Institute for Community Living (ICL) East New York Health Hub. The impact of her work can be seen through her diverse portfolio including Hudson River Park, the 7 Subway Line Extension, and the Leake & Watts Master Plan, Cottages, and Carol & Frank Biondi Education & Athletic Center. Throughout her career, she has remained engaged in critical professional and urban issues, and has brought that activism to both her projects and the firm. Beth is a Fellow of the American Institute of Architects (AIA), recognizing her outstanding contributions to the architectural profession through design excellence.

She is actively involved in AIA's New York chapter, having served on the board as secretary, chair of the Housing Committee, and as a member of the Oculus and Nominating committees. Beth received her Master of Architecture from the University of Colorado, and she holds a Bachelor of Science in French and Dance Education from the University of Wisconsin and Madison.

Matthew Kwatinetz

Managing Partner, QBL Partners
New York, NY

Matthew Kwatinetz is the Managing Partner of QBL Partners, a double bottom line public/private advisory firm. Selected clients included U.S. Department of Energy, Wharton's Geo-Spatial Laboratory, Real Capital Analytics, Denny Hill Capital, Penn Institute for Urban Research, City of Shoreline, Kinzer Real Estate Services, City of Austin, Citiscope/Ford Foundation. "Professor K" is also a Clinical Assistant Professor of Real Estate at NYU and the Faculty Director of the NYU Urban Lab. Previously, Kwatinetz was the Executive Vice President of Asset Management for the New York City Economic Development Corporation. In that role he was in charge of managing the largest real estate portfolio in the five boroughs at over 65M square feet and encompassing such assets as the 42nd Street Development Project, Hunts Point Food Distribution Center and Brooklyn Army Terminal. For EDC, Kwatinetz also ran PortNYC, the third largest port in the US, and managed the team behind the launch and operations of the NYC Ferry, which is the largest expansion of commuter ferry service in US history. Kwatinetz was the lead on the Mayor's Affordable Real Estate for Artists (AREA) program, which is the largest affordable artist work-space initiative in the country. Before NYCEDC, Kwatinetz worked as the VP of Finance and Economics for Kinzer Real Estate Services where he supported real estate investment decision-making and site selection for such clients as the University of Washington, Alaska Airlines, and Starbucks Corporation. For Starbucks, he led a team to negotiate the creation of a \$150M manufacturing plant in Augusta, GA. Following that project, he was recruited by the Mayor of Augusta to create Augusta Regional Collaboration Project (ARC), a public development corporation which worked with the City and State to consolidate several higher ed anchors into Georgia's third research university into the downtown, causing \$150M+ of investment in the urban core. With ARC, Kwatinetz also worked with Paine College (an HBCU) and the Housing and Community Development Department to help equitably develop historic Laney-Walker Bethlehem. He is a former consulting economist for the Penn Institute for Urban Research. In 2018, he published *Thriving In Place: Supporting Austin's Cultural Vitality Through Place-Based Economic Development*, sponsored by the NEA, City of Austin and ArtPlace America. He is a co-author of "Introduction to the Big Data Era" with Stephan Kudyba in *Kudyba's Big Data, Mining and Analytics*. While in Seattle, Kwatinetz served as the founding Vice President of the Capitol Hill Chamber of Commerce, co-founded the Seattle Cultural Overlay District Advisory Committee, and sat on King County's Cultural Real Estate Task Force. Matthew is the Chair of the ULI NY District Technical Assistance Program and serves on the NY District Management Committee. He is the Board Chair for the Augusta Regional Collaboration Corporation. He is a Board Member of the Burning Man Project, as well as their interim head of Real Estate. He has been a featured speaker for Wharton, Harvard GSD, NYU, the University of Washington, Columbia, The New School, the International Council of Shopping Centers (ICSC), Americans for the Arts, NAIOP, Net Impact, and the Centre for Policy Studies on Culture and Communities. Matthew received his MBA in Real Estate at The Wharton School, where he was named a Martin Bucksbaum scholar. He is a graduate of Deep Springs College and Harvard University, with honors.

Richard T. Monopoli

Senior Vice President, Development, Boston Properties
New York, NY

Richard T. Monopoli oversees all development activity for Boston Properties' New York region. Since joining Boston Properties in 2005, Mr. Monopoli has built or redeveloped over three million square feet of office and mixed-use projects and has secured an additional two million square feet of development rights. Notable projects include the creation of new air rights parcels to allow for the redevelopment of the Hancock Garage and Back Bay MBTA Station in Boston, Massachusetts, the assemblage of development parcels and creation of a new zoning overlay district for CityPoint in Waltham, Massachusetts, obtaining development rights to allow for the construction of The Broad Institute's state-of-the-art research facility at 75 Ames Street in Cambridge, Massachusetts and the redevelopment of 601 Lexington Avenue in New York. Prior to joining Boston Properties, Mr. Monopoli was a Vice President of Acquisitions at LaSalle Investment Management where he sourced and closed over two hundred million dollars of core and value-add transactions. Mr. Monopoli also spent five years as a consulting structural engineer with Simpson Gumpertz & Heger with a focus on building envelope technology and forensic engineering. Mr. Monopoli is a member of the New York District Urban Land Institute's Advisory Board and a co-chair of the Urban Design and Mixed Use Product Council. He is a registered Professional Engineer in Massachusetts and California and is a CFA Charterholder. He is a frequent panel member at industry events and has guest lectured at the Kellogg School of Management. Mr. Monopoli received a Bachelor of Science in Civil Engineering from Carnegie Mellon University in 1993, a Master's of Science in Civil Engineering from the University of California, Irvine in 1994, and a Master's Degree in Business Administration from the Kellogg School of Management in 2002.

Joan Pitoscia

Consultant

West Orange, NJ

Joan Pitoscia has over 15 years of professional experience in urban redevelopment spanning the disciplines of planning, real estate development, finance and asset management. Joan's development, loan and investment portfolios included multi-family, mixed-use, office and hospitality properties totaling over 1 million square feet and over \$375 million in asset value. She recently served as Asset Manager for a major riverfront development in Downtown Yonkers. Her previous experiences working at Strategic Capital, LLC, The Community Preservation Corporation, Community Investment Strategies and Asian Americans for Equality inform her diverse range of skills including asset management and property operations, construction and permanent financing, affordable housing, incentives and subsidies, Low Income Housing and Brownfields tax credits, planning research and community engagement. Joan earned a Master of Real Estate Development from New York University, a Master of City Design and Social Science from the London School of Economics and a Bachelor of Arts in Urban Planning from Rutgers University. She is a member of Women in Housing and Finance and the Urban Land Institute.

Richard D. Ross

Director of Graduate Recruitment Programs & Visiting Instructor of Real Estate, O'Malley School of Business,
Manhattan College

Yonkers, NY

Richard D. Ross is a Visiting Professor of Real Estate at Manhattan College and runs an economic consulting company in Yonkers, New York. During his career, he has completed many successful economic development and real estate development projects. Mr. Ross also teaches Affordable Housing Finance and Real Estate Development at New York University's Schack Institute of Real Estate. Prior to teaching, he ran real estate development for several successful economic development companies, and was Senior Vice President of Development for a major Westchester construction company. Before his real estate career, Mr. Ross was Senior Vice President of Bank of America's Community Investment Bank and was a Vice President of Lehman Brothers' Mortgage Trading Desk. Mr. Ross is completing his Doctoral Degree at Pace University. He also has an MBA from Baruch College, and a BA in Economics from The City College of New York.

Alexander J. Saltzman

Partner, Alchemy Properties

New York, NY

Alex Saltzman directs the development of commercial and residential real estate at Alchemy Properties and Alchemy-ABR. He is involved with all aspects of the business including acquisitions, investor relations, pre-development, construction, asset management, marketing, sales and leasing. Along with his responsibilities for active assets in and around New York City, Alex supervises the firm's Qualified Opportunity Funds for the acquisition and development of sites in Qualified Opportunity Zones. During his career, Alex has developed well over a million square feet spanning diverse projects in both urban and suburban markets and he currently oversees the conversion of The Woolworth Building, a national historic landmark, to super-luxury residential condominiums. Prior to joining Alchemy in 2007, he managed adaptive reuse developments at HK Organization in Brooklyn where he focused on pre-development and entitlements. Previously, Alex was with Toll Brothers in Philadelphia where he managed the development of its largest urban project as well as numerous residential and commercial properties. Alex holds an MS in Real Estate Finance from New York University and a BA from the University of Pennsylvania. He is a former Adjunct Professor at the Schack Institute of Real Estate at New York University, and has lectured at The Wharton School at the University of Pennsylvania.

Michael Santora

Principal, SB+C Architecture, D.P.C.

New York, NY

Michael started the Crown Companies in 2008 to create a vertically integrated architecture firm that solved many of the inefficiencies between ownership, third party professional services and government. Crown's success has been grounded in Michael's unparalleled knowledge of building code, zoning, and the inner workings of municipal agencies, while remaining committed to the creativity, design, and style of each project. He has advised and negotiated on behalf of many of New York's most active developers on over 3,000,000 sq ft of development transactions and put together the assemblage - discovering an additional 200,000 sq ft - of unrecognized air rights for a total of 1,000,000 developable square feet for what will be Denver, Colorado's largest tower. In 2018, Crown partnered with Top 100 global design firm Scott Brownrigg, forming SB+C Architecture, D.P.C. to represent the Americas.

Michael also leads Crown Holdings, the organization's development company in the acquisition and assemblage of under-developed sites for a variety of new, mixed income affordable housing developments in and around NYC. Focusing largely on community and stakeholder engagement he owes much of his success to his ability to negotiate with multiple parties with conflicting interest and finding a middle ground without delays to the projects. He is heavily involved in the design of these buildings which are all planned as long-term assets with the greatest attention to environmental responsibility. All of Crown Holding's developments meet Enterprise Green Community and Passive House Standards with the most recent development in the South Bronx receiving the NYSERDA Building of Excellence Award. SB+C Architecture provides US developers with highly attractive integrated design services that will fast track the development and renovation cycle. Michael was a Presidential Academic Achievement Award Winner under President Clinton and graduated from Wentworth Institute of Technology with a Bachelor of Science in Architectural Engineering and Civil Engineering. Michael is involved in the ACE Mentoring Program, where he was once a mentee and scholarship recipient, for the advancement of high school students looking to enter architecture, engineering and construction. Michael was recently a Board Director for BOOM!Health, where he advised on their real estate assets and structured the acquisition by a larger national nonprofit. Remaining active at his alma mater, he is a Trustee at the Wentworth Institute of Technology, guiding, advising and advancing the Institute's Real Estate assets. He is an alumnus inductee of World Association for Cooperative Education's (WACE) Hall of Fame, and is the youngest person ever to endow a scholarship; the Crown Scholarship for undergraduates in the architecture program in need of financial assistance, and was awarded Wentworth's 2015 Young Alumni Award. Michael also enjoys teaching REBNY and NYU real estate courses.

Lori Schechter Roseman

Principal, Real Equities

New York, NY

Lori Schechter Roseman is a senior financial executive with a track record in institutional real estate. She brings over 30 years of experience in all areas of real estate investing. Ms. Roseman has managed over \$5 billion of investments across all asset classes within portfolios exceeding 20 million square feet, including \$3 billion of financing transactions. Most recently, Ms. Roseman spent six years as Head of Asset Management at Arch Street Capital Advisors and was responsible for directing the firm's Asset Management efforts, which included creating and executing turnaround strategies, and positioning assets for successful exits. Prior to that, she spent three years at the Dadourian Companies where she served as the first non-family member to provide leadership for a family owned real estate firm. Ms. Roseman has worked on a wide range of assignments, applying her skills to a wide range of situations. She has overseen multi-family, single family rental homes, student housing, hotels, industrial, mixed use assets, retail and office buildings. Ms. Roseman has consistently achieved outstanding results through strategic planning, deal structuring and negotiations and has established a reputation as a highly effective, results oriented portfolio manager. Ms. Roseman holds both an MBA in finance and real estate and a Bachelor of Science in Economics from the Wharton School and is a Certified Public Accountant.



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