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Recruitment Team
University Of Wisconsin-Madison
Facilities and Capital Planning
Job #282693-LI

August 1, 2023

Dear Recruitment Team:

As a graduate of the Master of Science in Real Estate Program at UW-Madison, I am pleased to submit my resume and application for consideration for the Assistant Vice Chancellor for Real Estate Development and Administration you are seeking to fill.

As you will note in my resume, my real estate career has followed a multi-disciplinary trajectory as I have specific experience in key areas such as construction lending, asset management, preservation, and redevelopment of a variety of commercial properties, multi-family/affordable housing development, property operations, and project management/implementation of new procedures/efficiency initiatives.

Specific accomplishments during my career which would allow me to make significant contributions to the team include:

- Oversight of a \$500 million plus portfolio of construction loans while employed by Citicorp. Key duties included attending monthly construction draw meetings, review of budgets, approving change orders and negotiating changes to loan documents to ensure adequately funded completion of projects.
- Served as Owner's representative for the construction completion, lease-up, and eventual sale of a major downtown Chicago mixed use development (\$100 million +) which had been foreclosed upon by a major U.S. banking institution.
- Gained significant experience working in the public sector including managing the development process for 700 units of multi-family/affordable housing developments in Chicago. My responsibilities included meeting with key municipal and state level decision makers as well as being present at community based meetings related to gaining aldermanic support for developments.

- Responsible for locating suitable office space in Plano, Texas for property management operations center, including lease negotiation, interfacing with business unit managers and GC/space planner regarding tenant build-out, overseeing tenant build-out and coordinating relocation of office.
- Managing remote office leases across the United States for current employer.

I would appreciate the opportunity to discuss the position as well as my background and experience to determine if this may be mutually a good fit. I am reachable at david.sliwicki@gmail.com or 608.405.9595. In the meantime, best regards and On Wisconsin!

Sincerely

David J. Sliwicki

DAVID SLIWICKI

608-405-9595 - david.sliwicki@gmail.com

PROFESSIONAL SUMMARY

CRE finance/investment professional and manager with extensive experience across all property types. Specialized experience in CRE work-outs/restructurings, REO asset management and dispositions, SFR property operations, CRE credit & underwriting, and LIHTC asset management and origination.

WORK HISTORY

08/2017 to Current

Executive Vice President Market Operations

Second Avenue – Chicago, IL

- Joined start-up company as one of 4 original employees.
- During early tenure, oversaw all transaction management, debt placement and asset management for properties acquired.
- Assisted in the build out and transition to self-management of properties, including writing policies / procedures, hiring key staff, and framing out property software platform.
- Tapped to expand SA's local market acquisitions of SFRs and opened offices in 7 markets including hiring of analyst and acquisition officer staff.
- Continued to manage and lead the local market acquisitions team through Covid period until Summer 2022. Local teams under leadership were primary driver for acquisitions.
- With additional growth of company and new institutional investors partnering with SA, transferred to report directly to COO to work on key strategic initiatives and change management to facilitate continued efficient growth.

10/2015 to 08/2017

Vice President - Asset Management & Strategic Initiatives

Home Partners of America - Pathlight Property Mgt

- Joined single family rental investor, Home Partners of America, to assist in the further development of its in-house property and asset management capabilities and platform. Portfolio comprised approximately 7000 single family rental homes in 30 markets across the United States during tenure.
- Developed detailed portfolio management metrics to assess property management efficacy on a monthly basis. Metrics/analysis has evolved to be company standard for reporting to outside investors and lenders for portfolio-wide performance.
- Worked with IT consultants to build out daily dashboard based on monthly metrics to create actionable items for line staff in the areas of rent collection, occupancy management, and re-leasing.
- Identified weaknesses in rent collection performance relative to industry benchmarks and worked with Head of Operations to implement changes to rent collection practices. These changes have resulted in 125 bp increase in 30 day collection rates and 50 bp increase in 60 day collection rates.
- Authored and implemented new policies and procedures for third party vendor engagement, governmental rental subsidy programs, and natural disaster response.
- Developed annual operating budget for property management group with focus on identifying opportunities for improved efficiency ratios with additional scale.
- Responsible for direct management of 12 persons within the property management group.
- Conducted extensive search for new office space for Dallas based operations group, negotiated new lease and oversaw all elements of the relocation.
- Led and implemented process improvement initiatives for renter insurance tracking/insurance back-stop and HOA violation tracking and resolution.

03/2013 to 10/2015

Vice President - Asset Mgt & Mortgage Capital

American Residential Properties, Inc

- Hired to build out niche financing platform to permit American Residential Properties to deploy short term capital, at above market rates, while leveraging company's expertise in single family residential/rental investment.
- Implemented business plan and authored policies/procedures to provide high leverage, acquisition/renovation credit lines to finance distressed and value added single family real estate on a nationwide basis.
- During tenure, credit extended totaled approximately \$80,000,000 with no loan losses.
- Oversaw staff of 5 analysts & loan administrators while maintaining day to day credit and portfolio management responsibilities.
- Key member of SOX implementation/compliance team.
- Additionally, provided property asset management for single family homes which company owned in the Midwest.
- Successfully reduced exposure through active portfolio strategies when American Residential Properties positioned itself for sale to larger rival, American Homes For Rent.

08/2008 to 03/2013

Senior Vice President - Special Assets Group

Bank of America - Special Assets Division

- Served as team leader of newly formed CRE work-out group with responsibility for "player-coach" role.
- Direct oversight/resolution of \$300,000,000 portfolio of troubled loans and team leader for 4 work-out officers and 2 analysts with additional \$500,000,000 under management.
- Transitioned to CRE REO Asset Sales / Management division in March 2010. Primary role was strategic management of commercial properties acquired through the foreclosure process with focus on preparing

- properties for disposition and overseeing sales process.
- Hired third party property brokers and managers, established annual operating and capital budgets, analyzed lease transactions and negotiated those which were accretive to value, and managed syndicated bank ownership groups.
- Sales completed totaled in excess of \$300,000,000 and included urban mixed use, hospitality, office, student housing, strip retail, industrial, self storage and land.
- Transaction highlight was the sale of Block 37, a major mixed use project under construction in downtown Chicago to an LA-based pension fund manager.

02/2004 to 08/2008

**Managing Director - CRE Debt Investments
Deerfield Capital Management**

- Established CRE debt investment platform for credit hedge fund/alternative investment manager with over \$14 Billion under management
- Responsible for sourcing, valuing, and structuring CRE debt and equity transactions for placement in various funds and CLOs managed by Deerfield Capital
- Portfolio comprised approximately \$250,000,000 of subordinated CMBS tranches, B notes, CRE mezzanine/bridge loans and high-yield syndicated/rated corporate bank loans having commercial real estate exposure.
- Managed small staff of analysts and loan administrators, while maintaining day to day responsibility for investment write-ups and portfolio reporting.
- Secured and negotiated repo agreement with major money center bank to provide leverage on portfolio for eventual exit via a CLO strategy.
- Represented Deerfield Capital's CRE platform during presentations to institutional investors and at investor conferences throughout Asia.

12/2002 to 12/2004

**Vice President and Midwest Team Leader
National Equity Fund**

- Strategic and day to day management of a ten person team responsible for the origination, structuring, and asset management of equity investments in multi-family, affordable housing developments via Low Income Housing Tax Credits.
- Reorganized origination team to increase visibility in the market via a variety of initiatives resulting in a 50% increase to \$105 million of equity investments per annum.
- Represented NEF at industry conferences/events.
- Served as senior relationship manager on high profile investments.
- Interfaced with NEF's institutional investment partners relative to portfolio quality and metrics.

09/1996 to 12/2002

**Vice President - Structured Finance and Asset Management
Transamerica Real Estate Finance (SBCC)**

- Primary responsibility was the origination and structuring of "value added" real estate debt and mezzanine transactions meeting the company's risk and return criterion.
- Annual loan production averaged \$80,000,000 and was sourced through direct and mortgage banker calling programs.
- Co-authored updated business plan which included launching loan sales program with major investment bank to supplement bridge financing opportunities.
- Oversaw asset management and disposition for senior housing portfolio owned by affiliate company comprising equity investment of \$65 million

03/1995 to 08/1996

**Vice President - Managing Director
Century Place Development Corp**

- Following completion of work-out and REO asset management at Citi, was approached to join local NFP housing developer to complete restructuring/repositioning of two failed LIHTC transactions and stabilize team for sustained growth going forward.
- Strategy consisted of out-sourcing day to day property management while hiring experienced asset management and development management staff.
- During tenure, 400 units of subsidized units were completed and tax credit equity/secured for an additional 150 units.
- Remained active board member for additional 3 years.

07/1988 to 03/1995

**Relationship Manager/Work-out Officer/Asset Manager
Citicorp Real Estate, Inc**

- Following completion of formal credit training, placed in Boston office as junior RM responsible for underwriting new commercial real estate construction loans and account management of existing relationships. Property types included retail, office, warehouse, for sale residential and multi-family.
- Transferred to commercial real estate work out and asset management group and completed in excess of \$300 million of trouble loan restructurings and asset managed an REO portfolio in excess of 1 million square feet of industrial and suburban office properties.

EDUCATION

Master of Science: Real Estate

University of Wisconsin - Madison - Madison, WI

A multi-disciplinary approach to the study of real estate including financial and market analysis, appraisal, property development, feasibility, and land use economics.

Bachelor of Science: Finance

Marquette University - Milwaukee, WI

CREDIT TRAINING

Successful completion of Citicorp's three phase, comprehensive credit training program. Training included:

- Five months analyzing and underwriting new real estate loan transactions.
- Five months intensive classroom training held at the Citicorp Institute for Global Finance in NYC covering advanced topics in analytical accounting, corporate finance, capital markets, and credit analysis.
- Two month interim position in Citicorp Securities, Inc., preparing commercial real estate loans for sale to institutional investors.

SKILLS

- Commercial Real Estate Finance - Credit, Underwriting and Valuation
- Loan Work-out and Resolution
- OREO Asset Management
- Asset Sales/Dispositions
- SFR Property Operations
- Experience with all major commercial property types in many U.S markets
- Microsoft Office products including Excel, Word, Powerpoint. Familiarity with ARGUS.