

**Attachment 3: Key Persons and Resumes for Infrastructure Consultant Services**

# Christiana Fields

## Experience

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2007 – Present Pension Consulting Alliance, LLC Portland, OR

### Managing Director, Real Estate

- Provide the full spectrum of non-discretionary consulting services to several of PCA's real estate consulting relationships; including asset allocation, policy development, strategic planning, portfolio management and monitoring, investment sourcing and due diligence
- Manage all aspects of PCA real estate business practice, including client relations, marketing, budgeting and financial planning, human resources, training, work process design and monitoring, quality control.
- Member of the five-person Board of Directors that oversees the Company's day-to-day operations and long-term strategic planning initiatives.

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2003 – 2007 Westwood Consulting Group Portland, OR

### Principle, Real Estate

- Provided real estate-related independent fiduciary consulting services to large, public pension plans including California Public Employees' Retirement System (CalPERS) and California State Teachers Retirement System (CalSTRS).

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1998 – 2003 Pension Consulting Alliance, Inc. Portland, OR

### Director, Real Estate

- Assisted PCA clients with investment monitoring and reporting, property and manager due diligence, fee structure analysis, portfolio reviews and restructurings and industry research. Primary client responsibilities included Oregon Public Employees Retirement Fund (OPERF), Kansas Public Employees Retirement System (KPERS), Alaska Permanent Fund (APFC), United Food and Commercial Workers (UFCW – Northern California), Western Conference of Teamsters (WCOT).
- Authored original investment research including: "Urban Investment Programs" and "An Introduction to Real Estate Mezzanine Investing."

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1995 – 1996 Inncom International, Inc. Old Lyme, CT

### Management Consultant

- Created and managed hotel information technology – company's first comprehensive marketing program including cooperative advertising and public relations plans that maximized impact of limited budget

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1991 – 1995 Coopers and Lybrand, LLP Honolulu, HI



# Judy Chambers

## Experience

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2007 – Present Pension Consulting Alliance, LLC New York, NY

### Managing Director

- Provide private equity, infrastructure and corporate governance services to public pension plan sponsors including investment policy development and implementation, manager due diligence and selection, strategic planning and reviews, sector research and implementation and manager monitoring; Specialize in developing emerging manager platforms.
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2003 – 2007 Caswell Capital Partners, LLC New York, NY

### Principal

- Led and managed the sourcing, evaluation, structuring and execution of all debt transactions in the media and entertainment sectors.
  - Structured and completed over \$250 million of financings for recapitalizations, restructurings and debtor in possession transactions by providing senior, bridge loans, mezzanine debt and equity structures.
  - Oversaw all financial and credit analyses, due diligence and valuation. Assessed capital structures and financial needs to identify middle market debt opportunities.
  - Conducted the negotiation of term sheets, credit agreements and all legal documents.
  - Developed and expanded joint venture relationships with hedge funds, alternative investment and private equity firms.
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1998 – 2003 Lehman Brothers, Inc. New York, NY

### Vice President, Global Leveraged Finance

- Structured, negotiated and executed over \$9.5 billion in high yield bond, leveraged loan and bridge financings to support leveraged buyouts, refinancings, recapitalizations, mergers and acquisitions, and debt restructurings in a broad subset of industry sectors.
  - Identified and presented corporate finance and debt market opportunities to institutional clients and financial sponsors for new business generation in the media, natural resources, financial institutions, industrial and gaming sectors.
  - Performed financial modeling, capital structure analysis, due diligence investigations, and credit assessments.
  - Assisted institutional clients in developing and implementing strategic, financial and operating plans to improve their portfolio of assets.
  - Structured complex transactions and formulated pricing and deal strategies by working closely with capital market desks and high yield research to facilitate solid deal execution in the market.
  - Drafted term sheets and offering memoranda and negotiated commitment letters, high yield covenants, credit agreements and other legal documents.
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1992 – 1996 NationsBank, NA Charlotte, NC

### Global Finance Group, Assistant Vice President and Senior Project Analyst

- Managed foreign exchange consolidation team which implemented a global trading platform and created foreign exchange and money market netting products that minimized global trade exposure by 35%.
- Liaison between project and trading management and facilitated restructuring effort which streamlined staffing needs and increased bank's market share.
- Implemented risk management systems and financial reporting to assist traders with positions and trading limits.
- Member of change management team which implemented wire transfer systems in conjunction with NationsBank's mergers and acquisitions.

## Education

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1998 Northwestern University, Kellogg School of Management Evanston, IL

### Master of Business Administration, Finance and Accounting

- Citibank Scholar, Dean's List
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1992 Duke University Durham, NC

### BA, Public Policy Studies and Spanish

- Dean's List