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

## **Christiana Fields**

#### Experience

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.

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).

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."

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

1991 - 1995

Coopers and Lybrand, LLP

Honolulu, HI

## 1992 - 1995: Senior Associate, Financial Advisory Services

- Managed and participated in a wide array of consulting assignments including market and financial analysis, strategic planning, industry benchmarking, acquisition due diligence, real estate and small business appraisal, lease negotiation and tourism planning studies.
- Co-managed team of 12 analysts during various RTC workout assignments, the largest being the 5000+ asset portfolio of Circle K gas and convenience stores.
- Senior financial analyst on master planning team for major mixed-use development on Honolulu waterfront. Prepared detailed sensitivity analyses related to property's future net operating income under various design configurations, capitalization scenarios and ownership structures.
- Provided lease review, enterprise zone-related cost/benefit analysis and competitive industry analysis related to the relocation of a major southern California manufacturing firm.

## 1991 - 1992: Senior Associate, Financial Advisory Services

- Hotel specialist on due diligence team hired by large airline company. Developed sophisticated economic models to support massive legal action concerning joint central reservation system (CRS) development project.
- Conceived and organized quarterly research newsletter on Hawaii's tourism industry. Wrote and edited articles, conducted interviews, solicited research and supervised layout

1989 – 1991 Pannell Kerr Forster Honolulu, HI

## Consultant, Management Advisory Services

 Conducted primary and secondary research, statistical and financial analyses for hotel and real estate client projects. Assisted in budget formulation, workplan design and client presentations.

Education		
1998 Master of Bus	Yale University, School of Management iness Administration	New Haven, CT
1989	Cornell University, School of Hotel Administration	Ithaca, NY
BS Hotel Adm	inistration, with Distinction	

#### Do noter Administration, with Distinction

Professional Affiliations: National Council of Real Estate Investment Fiduciaries (NCREIF), Pension Real Estate Association (PREA), Editorial Board of Institutional Real Estate Investor (IREI)

Personal Interests: Soccer, running, Master Gardener, Hawaiiana, reading

Other

# **Judy Chambers**

#### Experience

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.

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.

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.

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**

1998 Northwestern University, Kellogg School of Management

Evanston, IL

## Master of Business Administration, Finance and Accounting

Citibank Scholar, Dean's List

1992 Duke University Durham, NC

#### **BA, Public Policy Studies and Spanish**

Dean's List