

REAL ESTATE EXECUTIVE

Real estate professional with more than 30 years of experience directing real estate services, complex real estate projects and activities. Comprehensive background includes expertise in commercial real estate property valuation, brokerage, property management and real estate development. Offers the highest level of performance excellence, personal integrity and business ethics.

- Exceptional ability in defining, analyzing and solving real estate problems in alignment with organizational vision and revenue objectives.
- Collaborate and communicate with internal colleagues, management, real estate professionals and leaders within the community to meet operational goals.
- Analyze, determine and revise policies and procedures that are congruent with strategic business plans and regulatory requirements.
- Active in numerous local, national and international real estate trade associations, developing an extensive network of professional contacts.

AREAS OF EXPERTISE

***Operations Management – Property Evaluation – Acquisition & Disposition – Strategic Business Planning
Inter-departmental Operations – Contract Negotiation – Policy Analysis & Development – Staff Training
Feasibility Studies – Budgets & Cost Control – P & L Accountability – Dispute Analysis & Litigation Support
Corporate Communication – Regulatory Compliance – Quality Control – High Performance Team Building***

PROFESSIONAL EXPERIENCE**Sole Member**

GRAGG RISK MANAGEMENT L.L.C., – Scottsdale, AZ 2018 – present

Provide valuation and consulting services for banking institutions, attorneys, accountants and other professionals.

- Specializing in contract appraisal review services for banking clients to ensure accurate and regulatory compliant real estate valuations are obtained.
- Provide regulatory compliance and quality control consulting services to address valuation risk management for financial institutions. Services include:
 - Identify and interview valuation risk stakeholders
 - Review and analyze the organization chart to evaluate reporting lines to ensure regulatory compliance
 - Review valuation policies and procedures for compliance, efficiencies and best practices in client service. This includes considering the use of various valuation products (e.g. appraisals, evaluations, desktop valuations, underwriting reports, etc.) to achieve maximum efficiencies.
 - Analyze process flow from all groups to ensure cohesive operations.
 - Review and analyze current valuation workflow tracking system to ensure a cost-effective system is in place.
 - Review a representative sample of valuation products (appraisal and evaluations) and reviews (compliance and technical).
 - Review the valuation group budget to potentially offset costs associated with the group.
 - Provide a “compare and contrast” with similar size institutions and best practices.
 - Report findings and recommendations.
- Provide real estate litigation support and expert witness services related to real property evaluations.

Director/Chief Appraiser*MUFG UNION BANK, N.A., – Orange, CA 2012 – 2017*

Direct activities for Commercial Appraisal Section (CAS). Service all credit and lending functions within MUFG Union Bank, a \$110 Billion institution lending on commercial real estate across the U.S. Eight major bank units and their sub-units rely on CAS to include real estate industries, commercial banking, business banking, trust real estate, credit administration and corporate real estate (bank owned office buildings and branches).

- Oversee ordering and review of approximately 2,800 commercial reports per year with external fees in excess of \$6.5 Million.
- Manage payroll of salaries and benefits of \$2.8 Million per year. Team comprised of five managers, ten professional appraisers and three administrative assistants located at three offices located in California and one in Washington State.
- Instituted a new production tracking system that reduced appraisal time 10% while maintaining quality and keeping fees at a consistent level.
- Implemented an effective quality control process consisting of quarterly reviews of appraisal samples. Address any violations and identify systemic problems; severe violations result in probation or removal.
- Foster positive team morale by encouraging bottom-up recommendations to improve policies, procedures, systems and documents. Hold quarterly staff and manager meetings to keep team informed of any changes in regulations and/or corporate expectations.
- Conduct effective training classes on real property valuation, principles, techniques and regulatory compliance issues.
- Negotiated major contracts with a commercial real estate data services provider, Co-Star, and a discounted cash flow provider, ARGUS.

Regional Partner / Senior Managing Director*CUSHMAN & WAKEFIELD INC., – Phoenix, AZ 2006 – 2011*

Managed daily operations of 15 to 20 members of the Valuation and Advisory group. Territory comprised of Arizona, Nevada and New Mexico. Oversaw all certified professionals and administrative support personnel.

- Returned branch to profitability, generating more revenue than had ever been produced.
- Recruited and developed staff from four certified appraisers and three inexperienced trainees in 2006 to eight MAI-designated professionals, three associates and two qualified administrative assistants.
- Developed new business by serving on industry trade groups and many civic boards. Organized quarterly client appreciation events with more than 50 attendees.
- Identified clients with valuation needs beyond assigned territory. Single point of contact for a large Texas commercial bank sourcing appraisal across the U. S.
- Responded to average of 10 RFP's per day. Assigned engagement to the valuation professional with the appropriate competency, property and geographic knowledge to complete engagement.
- Specialized in dispute analysis and litigation support assignments as a consultant or expert witness.
- Concentrated on golf properties and raw land, subdivisions and master-planned communities.

Manager of Real Estate Litigation Services*PRICEWATERHOUSECOOPERS LLP, – Phoenix, AZ 2004 – 2006*

Managed team of professional consultants solving complex real estate issues and providing litigation throughout the United States. Served as staffing manager for Phoenix group of ten associates.

- Assisted in the preparation of the following:
 - Real property valuation to estimate the just compensation for a 200-acre land parcel condemned by City of Scottsdale for the Sonoran Mountain Preserve, as well as the rebuttal expert report.
 - Rebuttal report in response to alleged groundwater contamination damages stemming from a manufacturing facility to a single family residence and a proposed residential subdivision.
 - Rebuttal expert witness report in response to class action lawsuit alleging damages for trespass relating to a fiber optic line placed in a 700-mile electrical transmission line easement, VA and NC.

Director of Acquisitions*SUNCOR DEVELOPMENT COMPANY – Phoenix, AZ 2001*

Researched and identified land acquisition opportunities for premiere Southwestern developer and homebuilder of master planned communities in Arizona, New Mexico and Utah, generating \$60 Million in assets and annual revenues of \$160 Million.

- Analyzed consistent streams of opportunities from brokers, land owners, attorneys, land planners, state land departments and investors. Determined feasibility based on location, topography and terms.
- Identified major opportunity in Boise, ID, a 30,000 acre multi-generational family ranch.

President / Chief Operating Officer / Designated Broker*NAI HORIZON – Phoenix, AZ 1997 – 2000*

Managed daily operations and supervised Division Vice Presidents, brokers, property managers, administrative and maintenance staff. Oversaw P & L for approximately \$5 Million in gross revenues from all divisions.

Designated Broker for review and signing of all real estate documents required by Arizona Department of Real Estate. Member of the NAI Management Committee.

- Rebranded and developed new company identity; changed name from Horizon Real Estate Services to NAI Horizon, thus providing global name recognition to compete internationally.
- Created, implemented and managed new human resources functions: job descriptions, behavioral interviews, annual performance goals and performance management processes.
- Ranked number five brokerage firm in annual publication of the Phoenix Business Journal Book of Lists.

Vice President / Chief Appraiser – Southwest Region*First Interstate Bank / Wells Fargo Bank – Phoenix, AZ 1992 – 1997*

Managed five offices and staff of approximately 35 in a six-state region for this “top 10” banking corporation with assets in excess of \$200 billion. Administered a \$1 million operating budget. Managed contracting, valuation and review of \$4.8 billion of commercial real estate in one year. Implemented improved policies, procedures and operations to improve regulatory compliance and customer service.

- Improved valuation operations to assist in removing one bank from a Letter Agreement and another from a Memorandum of Understanding levied by the Office of the Comptroller of the Currency.
- Oversaw the development of workflow tracking system to improve customer service and established service line agreements.
- Developed and taught training modules for appraisal and evaluation professions.
- Developed and implemented the first real estate evaluation products per banking regulation guidance.

ADDITIONAL RELATED EXPERIENCE**Appraisal Manager***First Republic Bank / NationsBank – Austin, TX 1988 – 1991***Commercial Fee Appraiser***Self-employed – Austin, TX 1984 – 1987***Chief Appraiser***Franklin Savings Association – Austin, TX 1980 – 1984***REFERENCES AVAILABLE UPON REQUEST**

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration, Arizona State University, Tempe, AZ
 Bachelor of Business Administration / Finance & Real Estate, The University of Texas, Austin, TX
 Graduate, Northwest Intermediate Banking School, University of Portland, Portland OR
 Extensive Real Estate Appraisal and Brokerage Coursework and Seminars

PROFESSIONAL DESIGNATIONS

Appraisal Institute
 MAI - Member, Appraisal Institute #8853
 AI-GRS – General Review Specialist-
 SRA - Senior Residential Appraiser
 Fellow of the Royal Institution of Chartered Surveyors (FRICS)

APPRAISAL CERTIFICATIONS & BROKER LICENSURE

State of Arizona, Certified General Real Estate Appraiser #31129
 State of Arizona, Real Estate Designated Broker License #SE50962
 State of California, Certified General Real Estate Appraiser #AG034346
 State of Nevada, Certified General Appraiser #A.0005249-CG
 State of Utah, Certified General Appraiser #5478786-CG00
 State of Texas, Certified General Real Estate Appraiser #TX 1321992 G
 Previously certified in CO, LA, NM, SC, and WY

PUBLICATIONS

"Appraisals and Evaluations – Matching Valuation Products to Credit Risk"
 The Appraisal Journal, October 1996, Page 356 - 362
"Report and Recommendations of the 1991 Young Advisory Council Meeting"
 The Real Estate Appraiser & Analyst, August 1991, Page 54-66
"Appraisers' Relations with the Lending Industry"
 The Real Estate Appraiser & Analyst, fall 1990, Page 54-57

SPEECHES & PRESENTATIONS

"Commercial Real Estate Valuation Issues," RMA's, Commercial Real Estate Managers Forum, Las Vegas, NV
 "State Licensing Challenges for Bank Review Appraisers," (Moderator) RMA Chief Appraiser Round Table,
 Scottsdale, AZ, Austin, TX, San Diego, CA
 "Desktop Valuations," Union Bank, Seattle, WA
 "What is the Property Worth?," "Environmental Risk and the Real Estate Process"
 Adjunct Lecturer, Real Estate Program, Arizona State University, Tempe, Arizona
 "All Appropriate Inquiry and the Real Estate Appraiser," Phoenix Brownfields University, Phoenix, Arizona
 "Environmental Risk and the Real Estate Process"
 (Presentation delivered to many Arizona law firms)
 "Reading, Interpreting and Using Real Estate Appraisals," MUFJG Union Bank & First Interstate Bank
 "Preparing Evaluations and Administrative Reviews" First Interstate Bank
 "Appraisal Compliance Seminar," First Interstate Bank, Southwest Region Banks

Arizona, Nevada, Utah, New Mexico, Colorado and Wyoming
 “Real Estate Evaluations,” First Interstate Bank, Southwest Region

AFFILIATIONS, HONORS, AWARDS & ARTICLES PUBLISHED

Lambda Alpha International – Honorary Land Economics Society:

International Past President 2018 - 2019
 International President 2016 - 2017
 International First Vice President 2014, 2015,

Land Economics Foundation:

President 2007 – 2014
 Executive Committee 2005 – 2014

Phoenix, AZ Chapter:

President 2007 – 2008
 Chair, Scholarship Committee 2003 – 2008
 Executive Committee 2003

Valley Partnership – Advocacy Group for Responsible Development - Phoenix, AZ:

Primary Member: NAI Horizon and Cushman & Wakefield of Arizona, Inc. 1997 – 2011

Urban Land Institute – Arizona District Council:

Community Education & Outreach Committee 2003 – 2008

Appraisal Standards Board of The Appraisal Foundation:

Understandability and Enforceability of USPAP Task Force 1995

Appraisal Institute – National Committee & Honors:

1995 – 1997, Client Services Committee	1990 – Young Advisory Council, Discussion Leader
1991 – Convention/Conferences Committee	1989 – Young Advisory Council
1991 – Young Advisory Council Chair	1988 – Certification and Licensing Committee
1990 – Recertification Subcommittee	1986 – Young Advisory Council

Appraisal Institute – Phoenix, AZ Chapter:

Government Relations Chair 1994 - 1997
 Nominating Committee Chair 1994

Appraisal Institute – Austin, TX Chapter:

Outstanding Leadership & Service Award 1992
 Regional Representative, District VIII 1990 – 1991
 President 1986 – 1987
 Board of Directors 1982 – 1987
 Vice President 1985
 Secretary 1984

COMMUNITY VOLUNTEER

St. Luke's Health Initiatives – Board of Trustees; Member of Audit & Finance Committee 2005 – 2008

Hon Kachina Council – President 2004

Texas Exes - University of Texas Alumni Association

- National Council Member, Chapter Advisory Board Member 2008 - 2014
- Phoenix Chapter President 2007

Phoenix Chamber of Commerce – Phoenician's Committee

Board Member, Rookie of the Year Award, Trip of the Year Award

Phoenix Art Museum – Men's Arts Council

- Investments Committee Chair 2008 – 2010
- West Select Sale & Exhibition Chair 2010
- MAC of the Year Award 2011