

Robert Ross, M.B.A.

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PROFESSIONAL SUMMARY

Highly successful **Chief Financial Officer/Chief Development Officer** with more than twenty years experience in P&L, operations, real estate development, financial analysis, treasury, and accounting oversight. Extensive experience in US & international real estate and business start-ups. Proven record of accomplishment in raising capital, developing and executing effective business plans. Private Equity investment management. M.B.A., Northwestern University Kellogg Graduate School of Management.

Additional Strengths and Competencies include:

- ♦ **Restructuring**
- ♦ **Work-outs**
- ♦ **Business Planning**
- ♦ **Fund-raising/Project Finance**
- ♦ **Assisted Living Management**
- ♦ **Accounting/Cost Controls**
- ♦ **Project Turn-around**
- ♦ **Property Management**
- ♦ **Executive Leadership**

SELECTED ACHIEVEMENTS

Turned around money losing assisted living facility. Increased revenue of a 79 bed assisted living facility by 52% in 6 months. Ensured that the property would be able to make its mortgage payments from operating cash flow. Property had been unable to service debt from cash flow for previous five years.

Turned-around a \$100M pending foreclosure of a group of multi-family apartment complexes. Identified cash drains, problems with accounting systems. Developed a 2 year cash conservation program and debt payment plan which was accepted by lenders who would have otherwise forced the borrower into bankruptcy.

Turned-around a failing 150,000 square foot office development for Spanish client. Identified problems with local management team. Installed marketing team, who successfully filled up the first phase of the property within a several months. Secured financing for completion of the second construction phase of the project and brought in the construction management team to complete the construction. **Results:** The building was completed, is currently at **85%** occupancy and expected to reach **95%** within the year.

Turned-around money-losing property Management Company. Assumed the management of an under performing property management company. Reduced headcounts from 80 to 10 through an outsourcing strategy. Once the company was stabilized and profitable, built a joint venture with a leading property management company. **Results:** Increased business from **250,000 SF to 1.7 million SF** within two years increasing profits **10 fold** and issuing regular dividends to stockholders.

Turned-around a failed real estate condominium project. Due to the Russian debt default, a residential condominium project could not proceed. Upon Board request, assumed responsibility for the entire project. Working with shareholder representatives, the project was mothballed until the credit crisis passed. Developed a plan to convert the project to offices, developed the business plan, achieved board support, organized the debt finance (no additional equity required), and installed construction management and marketing teams. **Results:** The building was completed and filled up within 2 years of remobilization.

Increased property occupancy from 85% to 95%. Promoted by the Board to replace the operations and marketing management team. Instituted a “top-of-the-market” pricing structure, making the property competitive with comparable properties. Discounted rents if a particular space was not rented within 3 months. Ended commission splitting and created the position of an in-house salaried marketing representative to negotiate agreements, close leases, and maintain broker relations. **Results:** Occupancy returned to **95%** levels.

CAREER HISTORY

Chief Development Officer, Autumn Senior Living, LLC, Tampa, FL *2007-Present*

Co-founded this start-up to build assisted living facility as part of a chain of facilities.

- ◆ Managing turnaround of 65 unit facility in Largo FL
- ◆ Developed business plan and supporting pro forma for debt & equity fund raising.
- ◆ Developed documentation for HUD 232 loan program.
- ◆ Leading the process of raising debt finance

Senior Analyst, American Management Services, Orlando FL *2010*

Responsible for performing objective analyses of business in distress in the areas of management and operations. Develop turnaround projects based on these analyses.

Project Partner, Gaspar Properties, Tampa, FL *2005-2007*

Responsible for development of a 32,000 SF conversion of a 1917 warehouse into office space.

- ◆ Developed business plan
- ◆ Secured debt
- ◆ Supervised all outside contractors
- ◆ Supervised brokers

CFO & COO, InterSource International, Inc., Chicago, IL & Riga, Latvia *1991-2005*

Co-founder of private equity investment vehicle & holding company for business activities in the Baltic region in real estate, restaurants & pharmaceuticals. Responsible for financial control, planning and operations of up to 150,000 sq. ft. of properties in the company's own portfolio.

- ◆ P&L responsibility for all major projects
- ◆ Directly responsible for treasury of parent & subsidiaries.
- ◆ Developed annual business and operating plans.
- ◆ Set-up & supervised managerial accounting policies
- ◆ Responsible for shareholder relations.
- ◆ Oversight of accounting functions.
- ◆ Assumed COO/property operations responsibilities in 2001.
 - Boosted occupancy from 85% to 95% occupancy in all properties.
 - Turned property management losses into profit/break-even in 1 ½ years while reducing property operation costs.
 - Successfully merged in-house property manager into division of a leading outsourced property management company (Ariel Baltic, below).

Managing Director, Ariel Baltic, Riga, Latvia *2002-2005*

Property management joint venture with Ariel Properties, Israel (20 million sq. ft. under management). Responsible for all Latvian executive and operational functions. Managed 1.9 million sq. ft. in 570 properties including seven office buildings.

Vice President/CFO, InvestaSource, Riga, Latvia *1997-2002*

Real estate development joint venture with Investa SA/Linstow International

Associate, Technomic, Inc., Chicago, IL *1984-1991*

Most recognized and experienced marketing consultants and industrial market researchers serving the food and restaurant industries.

- Project team leader
- Responsible for opportunity & competition assessments.
- Assessed the market opportunity in key foodservice segments.
- Developed estimates of market size, growth, & segmentation.
- Assessed supplier image, competitive activity and relative strength & limitations of competitive set.
- Assessed suitability of acquisition candidates from a market perspective, including recommending prime acquisition candidates.

Key Clients:

H.J. Heinz Company, McNeil Labs (Splenda)

District Sales Manager, Pepsi-Cola Company Foodservice Division, Chicago, IL

1979-1983

Sales Representative, Johnson & Johnson, Oakbrook, IL

1977-1979

EDUCATION/PROFESSIONAL DEVELOPMENT

M.B.A. Concentration: Marketing & Finance 1984

Kellogg Graduate School of Management, Evanston, IL

B.A. Business Administration 1977

Principia College, Elsau, IL

Harvard Business School Executive Program 2001

Seminars in valuation and private equity

AFFILIATIONS

Board Member, ACG Design-Build Services, Riga, Latvia

1995-2005

Co-Founder & Board Member, Versija Medfarm, Riga, Latvia

1995-2001

Co-Founder & Board Member, Interkekava, Riga, Latvia,

1992-1995

CONSULTING & ADVISORY

Consultant & Advisory Board Member, Redstone Technologies, Tampa, FL

2008-2009

Senior Consultant, Focus Management Group, Tampa, FL

2008-2010

Senior Consultant, American Management Services, Orlando, FL

2010