

James C. Mueller
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EXPERIENCE

Division and profit center management, project management; large scale urban redevelopments; development, marketing and leasing for technology, life sciences, industrial, retail, land and office projects; renovation projects; sales and acquisitions; property management; joint ventures; debt and equity financing; workouts; structuring of investment funds.

Passion: City center urban projects and large redevelopments in dense settings. Sustainable development. Resolving projects to profitability in complex political and cultural environments.

EMPLOYMENT

2000 - 2005

Vulcan Inc. , a Paul G. Allen Company, Seattle , Washington , USA
Senior Director of Development, Seattle

Responsible for concept, planning and development of South Lake Union, encompassing approximately 30 city blocks, one of the largest, recent redevelopment endeavors in a major urban center. Projects include life sciences research, office, residential for sale and rental, retail and complex mixed use - Sizes range from \$30 million to approximately \$300 million, with an aggregate total buildout approaching \$3 Billion. See www.vulcanrealestate.com

1997 - 2000

Koll Development Company, Shanghai , China
Senior Vice President Chief Executive Officer, Asia

Clients and projects in several Asian Markets - Offices in Shanghai and Kuala Lumpur. Cut costs, brought in investors and developed new business lines to survive the Asian Financial Crisis successfully. Projects included large scale master planning, industrial, retail, and warehousing. Sizes range from 300,000 SF to over 1,000,000 SF leasable area.

1985 - 1997

Koll Real Estate Group, Seattle, Washington
Senior Vice President and Partner

Developed Retail, Office, and Industrial Projects valued at over \$325,000,000, including thirty-eight completed buildings.
Secured Entitlements on over 400 acres of land for nine projects in six jurisdictions.

Acquired Land valued at over \$35,000,000 for six separate projects.
Secured Equity, Construction, and Takeout Financing in excess of \$200,000,000.
Sold Land and Buildings for over \$81,000,000 at profit margins varying from 15% to over 750%, on multiple projects including thirteen buildings. Assisted in sale of an additional \$75,000,000 worth of buildings.
Work in Progress at the time I departed for Asia included development of two major projects (\$100,000,000 each) and smaller projects in urban and suburban locations throughout the State of Washington .
Regional Property Manager for over 3,500,000 square feet of office and industrial buildings, responsible for forty employees in nine offices.

1982 - 1985

Morguard Realty Advisors Inc., San Mateo, California, and Seattle, Washington

Vice President of U.S. subsidiary of the Morguard Group, Toronto-based manager of over four billion dollars in real estate

Created the subsidiary and several financial vehicles for institutional real estate investment. Responsibilities included marketing, acquisitions, business planning and project finance.

1981

Carma Developers Inc., Seattle, Washington

Project Coordinator for renovation of 200,000 square foot office building

Summer internship between years at Wharton

1979 - 1980, 1976 - 1978

Bassetti Architects, Seattle , Washington

Project Architect for historic buildings, new United States Embassy, Lisbon, Portugal

Responsible for complex renovation. Coordinated efforts of engineers, cost estimators and construction managers in Seattle , Atlanta , New York , London and Lisbon . Liaison with U.S. Department of State. Architect for several commercial and school projects.

1978 - 1979

Olson/Walker Architects, Seattle, Washington

Architect for commercial and residential projects

1976

Historic Hot Springs , Hot Springs , South Dakota

Partner in firm engaged under a National Park Service grant to provide master planning, design and environmental consulting to historic town

Project was selected by the National Trust for Historic Preservation as one of three in the country to be continued as prototypes for the " Main Street " program. Still under phased construction almost 30 years later!

1974

Topeka Industrial Development Study, Topeka , Kansas
Chief of Site Designation Team

EDUCATION

May 1982

The Wharton School , University of Pennsylvania
Master of Business Administration

Major in Finance, concentration in Real Estate and International Business. Chairman, Wharton Facilities Committee.

May 1976

Kansas State University, College of Architecture and Design
Bachelor of Architecture, Cum Laude

MEMBERSHIPS & QUALIFICATIONS

Downtown Seattle Association

Urban Land Institute

Shanghai American Chamber of Commerce (Former)

Registered Architect, WA #3438

National Association of Industrial & Office Projects

Real Estate Broker, WA #27001 (Inactive)

Former NASD securities broker