



### **Congressman Seth Moulton**, 6th District of Massachusetts

Congressman Seth Moulton was born and raised in the Sixth District of Massachusetts. He attended public schools followed by Phillips Academy Andover and Harvard University with help from scholarships and student loans, which he continues to pay back today. After graduating from Harvard in 2001, Seth was inspired to join the United States Marine Corps by the 18 and 19-year olds who put their lives on the line for our country.

He served four tours in Iraq as a Marine Corps infantry officer, including two as an infantry platoon commander and two as a Special Assistant to General David Petraeus. He left the Marines in 2008 with the rank of Captain, attended Harvard Business School and the Kennedy School of Government, and worked in the private sector.

Eager to continue serving our country, Seth ran for Congress in 2014 with a promise to bring new, bipartisan leadership to Washington. In his first term, Seth has made it a priority to find areas for common ground; nearly 60-percent of all bills he has co-sponsored have bipartisan support.

Seth has focused on spurring economic growth for Massachusetts families, ensuring that we make informed decisions about our national security, and improving veterans' health care through the VA, where he continues to receive his own care. Seth serves on the House Armed Services Committee, Budget Committee, and Small Business Committee.

## **Tenants and Talent Panel**



### **Michael Connor**, Head of Corporate Real Estate, Shire

Mike Connor is Shire's Head of Corporate Real Estate. He has 20 years in of experience in corporate real estate including positions with Baxter, Abbott Laboratories and Cushman Wakefield. Mike is a forward thinking professional with an ability to interface with all levels of an organization and manage complex real estate portfolios. He holds a BA from Eastern Illinois University and a MBA from Lake Forest Graduate School of Management.



### **Jim Halliday**, Managing Director, New Balance

As Managing Director, Jim Halliday is responsible for the overall strategic direction of the Company. In leading the Senior Management Team, Jim is responsible for coordinating the efforts of all aspects and functions of the Company. In sharing functional responsibilities with the other members of the Senior Management Team, Jim has primary responsibility for the leasing, property management, and financing efforts of the portfolio.

Prior to this role, Jim served as the Real Estate Controller for the Company, where he was responsible for the financial reporting and lender & banking relationships for the Company, its property holdings, and its development projects.

Jim has over 30 years of real estate experience, including Vice-President of Company Operations & Controller for Winstanley Enterprises, and as a Senior Asset Manager with Spaulding & Slye Investments, Great Point Investors, and Liberty Real Estate Group. Jim also held financial reporting related positions with Liberty Real Estate Group, The Beacon Companies, and Boston Properties.



**Ann Klee**, Vice President Environment, Health and Safety, GE

Ann Klee is the Vice President of GE's global Environment, Health & Safety group, and GE's Boston Development and Operations. Ann also serves as President of the GE Foundation.

Before coming to GE, Ann was a partner and co-chair of the Environmental and Natural Resources Group of Crowell & Moring LLP, based in Washington, DC. Ann spent over a decade in senior positions in the federal government, including as General Counsel of the U.S. Environmental Protection Agency, Counselor and Special Assistant to the Secretary of the U.S. Department of the Interior, and Chief Counsel to the Senate Committee on Environment and Public Works.

She has served on the Board of Trustees of the National Park Foundation, Center for Climate and Energy Strategies, the Environmental Law Institute, Yale Center for Business and Environment, and University of Pennsylvania Law School Board of Overseers.

Ann received her J.D. from the University of Pennsylvania, and her B.A. in Classics with High Honors from Swarthmore College.



**Kurt Ochalla**, Senior Director, Global Real Estate at TripAdvisor

Kurt possesses over 20 years of diverse industry experience in corporate real estate and has a proven track record of developing executable real estate strategies that support an organization's business strategy and improve shareholder value. Kurt has a unique blend of expertise in real estate portfolio strategy, finance, transaction management, lease administration, valuation, real estate technology and civil engineering.

In his current position at TripAdvisor, Kurt is responsible for the overall real estate strategy, portfolio management and all transaction requirements for the global portfolio. He is accountable for performing internal and external benchmarking, producing financial forecasts and obtaining approval for all capital spend. Prior to TripAdvisor, Kurt was responsible for the overall real estate portfolio performance at Philips, which included over 900 properties, consisting of more than 56 MSF in nearly 80 countries. His responsibilities included developing strategies to support the business unit objectives and identifying and deploying optimization opportunities in support of Philip's goals to maximize the efficiency of the portfolio.

Before joining Philips, Kurt held a variety of positions in the real estate industry, primarily in client service roles. He has previous Big Four consulting experience managing corporate real estate, transaction due diligence, site location analysis, valuation and litigation support engagements. He has also worked for a boutique consulting firm, where he managed the CRE consulting practice with responsibilities for business development and advising Fortune 500 clients on the execution of real estate strategies in all areas of integrated functions including facilities operations, transaction and project management and lease administration. He also led operational assessments and

engagements in strategic planning, CRE organization and operating model design, strategic sourcing, contract reviews, technology evaluations, benchmarking and vendor management.

Kurt started his career as a civil engineer performing design and construction administration activities. At a real estate brokerage firm, he worked as an outsourced service provider to a Fortune 100 client where he was the Account Manager overseeing the lease administration function and all acquisition/disposition transactions in the Northeast region. Kurt also served as the Director of Client Services and Product Management for a web-based real estate software firm. Finally, Kurt is a retired Lieutenant Colonel in the US Army Reserve where he served as a career Corps of Engineer Officer, having served in a variety of capacities including as an Inspector General.



Moderated by: **Secretary Jay Ash**, Secretary of Housing and Economic Development for the Commonwealth of Massachusetts

Secretary Jay Ash serves as the Secretary of Housing and Economic Development for the Commonwealth of Massachusetts. Secretary Ash is responsible for directing and executing Governor Charlie Baker's agenda on housing and community development, job creation, business development, consumer affairs, and business regulation. Since joining the Baker-Polito Administration, Secretary Ash has prioritized efforts to grow jobs, help communities realize their economic development priorities, connect citizens to new economic opportunities, and build prosperity across Massachusetts.

## Titans Panel



**Tom Andrews**, Executive Vice President, Regional Market Director, Alexandria

Tom Andrews serves as the Executive Vice President, Regional Market Director for Alexandria Real Estate Equities, Inc., the largest and leading real estate investment trust focused on urban science and technology campuses in major innovation clusters. Tom has 27 years of direct experience in the development and management of office and life science facilities, including over 17 years heading Alexandria's acquisition, development, leasing, and asset management activities in the Greater Boston region. Under Tom's leadership, the Greater Boston region has become Alexandria's largest region, with 51 operating properties totaling 5.9 million square feet, and over 400,000 square feet of additional projects under construction in Cambridge and Boston. Tom heads a team of 27 individuals engaged in asset and property management, construction and development management, leasing and marketing, and business development and industry research activities.

Prior to joining Alexandria in 1999, Tom served as the Executive Director of the Massachusetts Biotechnology Research Park in Worcester, one of the first purpose-built life science research parks in the world. Tom graduated from Cornell University and earned a Master of Science degree from MIT Center for

Real Estate, where his thesis examined the development of the research facilities for academic medical centers.



**Neil Jacob**, Executive Vice President, Oxford

Neil Jacob is responsible for the direction and execution of Oxford's US strategies and is based in the New York office. Since opening their US office in 2010, Oxford has built a fantastic group on the ground looking at transactions that fit their strategic framework. Oxford is well positioned to find and execute on the opportunity to make significant investments here in the US market.

Prior to joining Oxford, Neil's work experience was focused on acquisitions, dispositions, structured financing and real estate investment. Neil has held senior roles at Trizec Hahn Corporation and Trammell Crow Company, which gave him the exact experience he needed to build Oxford quickly and prudently in the US.



**Pamela Herbst**, Managing Director and Head of the Direct Investment Group, AEW

Pam Herbst is a Managing Director at AEW and Head of the Direct Investment Group. As the Head of AEW's Direct Investment Group, she is responsible for all of the firm's investment activities on behalf of core and value-added clients. In this capacity, Ms. Herbst oversees the investment activity of approximately \$24.5 billion of gross assets (as of September 30, 2016) invested in nearly all property types including new

investment transactions totaling approximately \$2 billion/year. She is also a member of the firm's Management Committee, Investment Committee and Risk Management Committee.

Over her 30+ year career with AEW, Ms. Herbst has served in a variety of roles that have encompassed asset management, portfolio management and acquisitions. In addition to holding a number of industry certifications, she is former Chair and Board member of the National Association of Real Estate Investment Managers (NAREIM), past Treasurer of the Executive Committee and a member of the Board of Directors of the Massachusetts Chapter of the National Association of Office and Industrial Parks (NAIOP), an active member of the Urban Land Institute (ULI) where she has served as a Trustee, a member on the Awards for Excellence Committee, a council chair, and ULI's Investment Committee. Ms. Herbst also served as Chair and Vice Chair of the Board and Chair of the Real Estate Committee for The Home for Little Wanderers, the oldest family service organization in the U.S. Ms. Herbst is a graduate of the University of Massachusetts (B.A.) and Boston University (M.B.A.).

