



## CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE

### **Biographies of Scientific and Medical Research Facilities Working Group Candidates**

#### **Recommended Real-Estate Specialist Candidates from the Facilities Working Group Subcommittee of the ICOC to the Full ICOC**

#### **REAL-ESTATE SPECIALIST MEMBERS**

##### **Albert “Rusty” Doms**

Rusty Doms was CEO and President of his company, Karsten Realty Advisors, from 1972-1994. The company provided real estate investment management services for pension funds and development management services. He ran the business successfully for more than 20 years, selling it to Koll Realty Advisors in 1994.

Before running Karsten, Doms spent 6 years at Economics Research Associates performing market research and financial feasibility studies for real estate and recreation properties. Prior to this work, he served two years in the United States Army as Captain, US Armor.

Mr. Doms has spent several years in service to his community and volunteering for non-profit organizations in various roles, as detailed below:

- He is currently a Trustee for Pomona College, serving as Chair of the Building and Grounds Committee with approximately \$70 million in project value in planning and construction. He’s been a Pomona Trustee since 1993, and has also served on the Investment and Finance Committees.
- He has been a Trustee of Children’s Bureau since 1986, and is a past Chairman of the Board. He currently chairs the Facilities Committee with a \$16 million budget for renovation of a new headquarters facility.
- He is a member of the Los Angeles State Building Authority, and has been since 1995. He is one of three members responsible for the development of the Junipero Serra State Office Building in downtown Los Angeles, a project for which he worked extensively with State staff.
- He is a Trustee of St. John’s Health Center Foundation, a position he’s held since 1997. He is a past Chairman of the Foundation, member of the building committee and Chairman of the Master Site Planning Committee.
- He is a member of the Project Advisory Committee for Los Angeles County, and has been since 2001. He is responsible for the schedule and budget for the new \$820 million, 600 bed, Los Angeles County/USC Hospital. In this role, he reports directly to David Janssen, County Chief Administrative Officer.

Mr. Doms is a graduate of Pomona College, with a bachelor’s degree in Economics. He has been married for 30 years to Mary Anne Doms, and has two daughters, Taylor, 19 and Whitney, 17.



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### **Deborah Hysen**

Deborah Hysen is currently Project Director for the California Performance Review (adjunct to DGS). She is responsible for start-up and day-to-day functions of this comprehensive review of government established by Governor Arnold Schwarzenegger. Hysen assumed the project management role in the development of reform initiatives and the production of those ideas in a comprehensive report to the Governor on government reform. She is currently working on a comprehensive implementation plan.

Prior to her work at the California Performance Review, Hysen was Acting Chief Deputy Director at the Department of General Services (DGS), a role in which she directed the day-to-day operations of fourteen operating divisions and offices providing state-wise services to state agencies throughout California. These DGS entities include the Division of the State Architect, State Publishing, State Fleet, Real Estate Services, Office of Public School Construction, Telecommunications, Administrative Hearings, and Procurement. In this role, Hysen assisted the Director in administration, policy development, and budget planning and oversight for the department. She also represented the Director on various boards and commissions that authorize state expenditures and/or bond financing, including the State Public Works Board, the State Allocation Board, and the Victim Compensation and Government Claims Board.

Hysen has been at DGS since 1997, first serving as Regional Manager for the Building and Property Management Branch of the Real Estate Services Division (RESD), followed by filling the role of Assistant Chief of the Building and Property Management Branch of RESD from October 2000-August 2001. She was then appointed Assistant Deputy Director of the RESD division of DGS, followed by her promotion to Acting Chief Deputy Director of DGS.

Before her work at DGS, Hysen spent over 7 years at Insignia Commercial Group as a Senior Property Manager for the Citibank Building in downtown Los Angeles. She established and implemented policies, procedures and strategic objectives that governed the financial performance of this one million square foot Class "A" high-rise, and was responsible for all phases of contracting, leasing, budgeting and long-range planning, capital and tenant improvements, marketing, community relations and financial reporting to the building owners.

Hysen was previously a property manager for Columbia Savings and Loan, followed by three years as General Manager of Optima Capital Management.

Hysen is a graduate of the University of Southern California (USC) and is a certified Real Property Administrator (RPA) and Facilities Management Administrator (FMA). She is a member of the Governor's Energy Policy Advisory Council, the State's Subcommittee on Terrorism subcommittee for Private and Public Building Infrastructure, the Governor's ADA Inter-disciplinary Task Force and the Sacramento Downtown Partnership Association Committee.

### **Edward Kashian**

Fresno resident EDWARD M. KASHIAN is the eldest child of Armenian immigrant parents, and was born November 18, 1929 in Philadelphia, PA. The family moved to Fresno, CA in 1946. After high school



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graduation, he attended Fresno City College then transferred to the University of Southern California until enlisting in the U.S. Navy. He served for four years during the Korean conflict, was honorably discharged and is a member of Veterans of Foreign Wars. Returning to Fresno he became a realtor, later earned a broker's license and launched his legendary business career. He joined the Urban Land Institute in 1970 and has attended hundreds of hours of their development and management seminars.

Kashian is the CEO and founder of Lance-Kashian & Company one of the Central Valley's leading firms. The company does real estate development, asset management and property management. It has served California since 1964, developing regional shopping centers, office complexes, industrial projects and pioneering master-planned corporate communities. Kashian was a partner in the first "power center" to be built in the country, which still exists in Fresno. Currently he is the managing partner for River Park Properties, developers of River Park Shopping Center, the co-managing partner for Fancher Creek Properties, LLC, a general partner of Kashian Enterprises and the Fresno Historic Chinatown, LLC.

Long active in San Joaquin Valley civic affairs, he was a founding trustee for the University of California, Merced, serving on the Executive Committee and chairing the Real Estate Committee. Kashian served on the Board of Trustees for the Community Hospital Medical System from 1992 to 2002, the last five as Board Chairman. With his leadership, the hospital acquired Valley Medical Center from Fresno County. As Chairman, he presided over all Board meetings, chaired the Executive Committee and participated on all committees. Kashian implemented the Bio Medical Research Formation Committee in 1999 and chaired that as well. He has long been involved in promoting the region as a site for medical training and scientific research. Kashian is now a trustee for the Fresno Madera Agency on Aging, a public charitable trust. He is a lifetime member of the USC Associates, was a founding trustee for the San Joaquin River Trust and the environmental appointee to the San Joaquin River Conservancy Board, a State mandated commission.

He and his wife Jeanne, a graduate of Fresno State College, are the parents of four adult children and the grandparents of four "wonderful" grandchildren.

### **David Lichtenger**

David Lichtenger- President & Chief Executive Officer

A proven entrepreneur and executive with 20 years of real estate and construction experience, David Lichtenger founded Integrity Office Solutions (IOS) in 1999. Over the past 20 years, David has been personally involved in the planning, design, and construction of over 10 Million Square feet of Projects. Applying his knowledge, extensive experience and diverse network of contacts, David developed a unique, comprehensive and value-added project management service for companies that are renovating, relocating, expanding or consolidating. The IOS turnkey risk-free solution includes project management of: real estate site & lease evaluation, needs analysis, architectural design, engineering, construction, technology, furniture, A/V, security and relocation services with a guaranteed price and schedule completion date.

Since its market launch, IOS has completed numerous major projects throughout the country. In 2004, IOS has been involved in the planning and construction of over One Million square feet of commercial projects throughout the country. David has personally been involved in these projects bringing his expertise in all



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disciplines to the projects and guaranteeing their success for his clients. Projects have included many different types of facilities: mission critical data centers, biotechnology and engineering laboratories, clean rooms, medical facilities, offices and manufacturing facilities. IOS clients are from numerous industries: technology, medical device, biotechnology, consulting, financial, healthcare, manufacturing, and non-profit. Some of our renovation and relocation clients are: Arqule Inc., Cellerant Therapeutics Inc., Plantronics, Fox Hollow Technology, Deloitte Touche Tohmatsu, Centillium Communications, NEC Solutions America, Oak Technology, Verisity Design and The Pacific Exchange.

Prior to IOS, David was involved in various real estate development projects. He also founded and managed his own commercial contracting company. His clients included some of the major fortune 1000 companies: AXA Financial, BDO Seidman, Bear Stearns & Co., Inc, General Foods Corporation, Met Life, Metropolitan Museum, The McGraw Hill Companies, Roche Pharmaceuticals, Guardian Life Insurance, Amalgamated Life Insurance, Mercedes Benz, Barnes & Noble, International Flavors and Fragrances, and Saatchi & Saatchi.

Dedicated to affecting the highest level of professionalism, David is active in many industry associations, including Silicon Valley Manufacturing Group (SVMG), International Society for Pharmaceutical Engineering (ISPE), the American Institute of Architects (AIA), Core Net Global, and International Facility Management Association (IFMA). David attended Rutgers University and Columbia University. David resides in Palo Alto with his wife, Sylvia, and his two sons Will and Wyatt.

After David's youngest son, Wyatt, developed a rare form of eye cancer in 1999 at age 2, David and his wife Sylvia started The Triple "C" Foundation, a 501(c) 3 non-profit organization dedicated to supporting pediatric cancer research. Since inception, The Triple "C" Foundation has made numerous grants to Stanford University Medical School, Columbia University Medical School and Mount Sinai School of Medicine. Thankfully, Wyatt, age 8, has had no recurrence of his cancer.

## **ALTERNATE REAL-ESTATE SPECIALISTS**

### **Stuart Laff, First Alternate**

Stuart Laff has over thirty years of California-based corporate and non-profit facilities experience in a variety of industries. He currently works with numerous non-profit agencies to promote the creation of functional, cost effective facilities.

Mr. Laff is currently Senior Vice President DMJM Consulting and Vice President DMJM H&N (a wholly-owned subsidiary of AECOM) His work includes financial analysis of real estate opportunities and improving real estate business processes, advances in real estate technology, operational efficiencies/process improvements of real estate department and lease transactions. Leadership of the department includes all aspects of general management and fiscal responsibility. He is also responsible for joint ventures for large scale, educational bond measures, including general management of project, staffing, distribution of funds and overall mechanics of project. Current clients include Los Angeles Community Colleges District Prop A and AA \$2 billion bond issue and ongoing maintenance program for Los Angeles Unified School District (two districts



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representing \$15 million annually). Clients include City National Bank, Wells Fargo Bank, HealthNet and RAND.

Prior to his work at DMJM, Laff was a Partner at Barrow Laff Consulting, where he established the consulting practice. In this role, he provided corporate real estate consulting, financial evaluation of real estate assets, owner's representative, organizational planning; site selection based on economic incentives, development groups, communities, centralization of functions, efficiency and effectiveness studies. His clients included RAND, SteelCase, Deloitte and Touche. Barrow Laff was bought by AECOM in November 1998.

Mr. Laff was a Senior Manager at Deloitte and Touche before forming Barrow Laff. In this role, he established and lead a corporate real estate consulting practice, including financial evaluation of real estate assets, owner's representative, organizational planning, site selection based on economic incentives, development groups, communities, centralization of functions, efficiency and effectiveness studies. He was responsible for all general management and financial responsibilities, and built department from 0 employees, \$0 revenue in 1996 to 10 employees and \$2M revenue in 1998. His clients included: Southern CA Edison, RAND, FedCo and Healthnet.

Before his work at Deloitte and Touche, Mr. Laff was Executive Vice President Real Estate at First Interstate Bank, responsible for management of 1700 facilities, occupying more than 17 million square feet, with an operational budget of \$235 million. He was also an active member of the merger and acquisition team at First Interstate. He and his team performed 89 independent consolidation projects in 1995 with an estimated cost savings exceeding \$50 million.

Laff holds a Bachelor of Science, Business Administration from Roosevelt University. He has received awards including Real Estate Executive of the Year in 1995 and a Women in Corporate Real Estate award in 1987. He holds the following professional affiliations:

- President – LACCD (Los Angeles Community College Foundation), responsible for raising scholarships for students. Grew base from \$14,000 to \$450,000 in one year.
- Board Member – EXED (Excellent Education Through Charter Schools), a non-profit organization that helps charter school developers and operators start new schools, acquire facilities, and manage finances, personnel and payroll.
- Co-Chair, Executive Committee; Chair, Membership – LABC (Los Angeles Business Council), a nonprofit association of more than 300 businesses, agencies and individuals working to address critical issues and concerns that impact the business climate and economic health of Los Angeles.
- Member – CORENET Global, created from the integration of the former International Development Research Council (IDRC) and The International Association of Corporate Real Estate Executives (NACORE International), which joined forces on May 1, 2002.

**James Frager**



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James M. Frager is President of Taylor Frager, Inc. Taylor Frager is a Construction Manager and General Contractor working throughout California. Taylor Frager, Inc. has average annual revenues, which will exceed \$70,000,000 of public, and private sector construction related services in the Southern California region in 2004. Taylor Frager, Inc. has current backlog that could exceed \$80 Million in construction revenues for 2005. They have over 75 employees and that number is growing with the construction industry boom. Jim was made President at the age of 33 and has been in the leadership role for the last 7 years. During his tenure with Taylor Frager Inc. revenues have grown from \$40,000,000 to over \$70,000,000.

Jim's background includes 3 years as a Series 7, 63 and 65 Registered Representative and Financial Consultant with Salomon Smith Barney. He has extensive background in qualified retirement plans, personal and corporate financial planning.

Jim spent 9+ years with A.O. Reed & Co. one of Southern California's leading mechanical contractors. During his tenure there, he filled the roles of Design Engineer, Project Manager and Vice President of Business Development. His sales skills led that firm to their largest revenue year in its history.

Jim holds a BS in Mechanical Engineering from UCLA. He and his wife Devon have two daughters, Jillian (11) and Lauren (8). His hobbies include, golf, surfing, water-skiing, volleyball and playing guitar. He and his family reside in La Jolla, CA.

### Memberships & Professional Affiliations:

- Licensed General Contractor
- Licensed Series 7, 63 & 65 Financial Consultant
- Board of Deacons, La Jolla Presbyterian Church
- Young Presidents Organization, Coastal San Diego Chapter, Chapter Chairman
- Board of Directors, San Diego Downtown Partnership (Served 3 year term)
- Board of Directors, New School of Architecture
- Member, La Jolla Country Club
- Member, University Club

### **Joe Mock**

Joe Mock is currently General Project Manager for ZORO LLC in San Francisco, responsible for redevelopment of Townsend Center, a 700,000 square foot office building. The project involved converting the former Fashion Center building into a multimedia office complex. He also works as a consultant for Signature Fruit Company, LLC in Modesto, CA, focused on real estate matters for this food processing company. Mr. Mock organized the sale and repositioning of the real estate portfolio of Signature Fruit (Tomato) Inc., formerly Tri Valley Growers.

Prior to his work at ZORO and Signature Fruit, Mr. Mock was President and Chief Executive Officer of The Peregrine Real Estate Trust in Sacramento, a \$100,000,000 publicly traded former REIT during its



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reorganization. Mr. Mock completed bankruptcy proceedings as well as managing and maintaining the assets while developing a strategy to grow the company.

Mr. Mock also served for two and half years as Executive Vice President and Chief Operating Officer of Landsing Pacific Fund, Inc., a \$100,000,000 publicly traded REIT. His responsibilities included locating a buyer or merger partner and/or liquidating the real estate assets. At the end of 1995 all of the real property assets were sold and trading of the company's stock ceased. Mock became Managing Trustee of the Landsing Pacific Fund Liquidating Trust and continues in this capacity to the present time.

Mock was Principal - Real Estate Consultation at Byron Partners, Inc. in San Rafael before his work at Landsing. In this role, he led management and disposition of real estate owned and loan workouts for financial institutions. Before that, he was Vice President/Portfolio Management for Eastdil Realty, providing asset management services for Eastdil's pension fund clients. His portfolios included R & D buildings, industrial parks and high rise office building located in California and Texas.

Mr. Mock began his career in 1969 at Grubb & Ellis Company, where he served until 1896 and held various positions including Senior Vice President/Asset Management Division. In this role, he was in charge of overall asset management and disposition activities at Grubb & Ellis, and his clients included three public syndications, fifteen private placements and three institutions. In addition, from 1981 to August 1986, he was responsible for managing, restructuring and liquidating GMR Properties, a REIT merged into Grubb & Ellis in 1981. Other roles he held at Grubb & Ellis include Vice President/Administration, Vice President/Business Development, Branch Manager and general commercial brokerage.

Mr. Mock holds a Bachelor's degree in Labor and Industrial Relations from the University of California, Berkeley. He is married and has 3 daughters.

### **Warren "Ned" Spieker**

#### CAREER HISTORY

- Managing Partner, Spieker Partners (2001 to present)  
Private real estate investment and development firm
- President, CEO and Chairman, Spieker Properties, Inc. (1993-2001)  
Real Estate Investment Trust – New York Stock Exchange Listed
- Chairman, Continuing Life Communities (1990 to present)  
Owner and developer of continuing care communities for seniors
- Investor (1967 to present)  
Agricultural properties, business entities and start-up venture capital enterprises

2001 - present



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Managing Partner of Spieker Partners, a private real estate investment and development firm, headquartered in Menlo Park, California. Investments include CLC which develops and operates large scale projects that provide independent living, assisted living and skilled nursing facilities all on one campus.

2001

In July 2001 Equity Office Properties acquired Spieker Properties (NYSE: SPK) in a cash, stock and assumption of debt transaction valued at over 7.2 billion dollars. Ned founded this company in 1972. The SPK stockholders in the transaction will have achieved, in seven years as a public company, in excess of a 35% per year average annual return had they invested in the company's IPO. The combined company is the largest real estate company in the world by a factor of 3x plus. Ned served on the EOP Board of Trustees for three years.

1993 – 2001

Formed Spieker Properties with a \$400+ million dollar IPO. Goldman Sachs acted as lead underwriter, along with Merrill Lynch and three other co-managers. Spieker Properties was the third largest real estate IPO ever done, and the 10th largest IPO done in the United States in 1993. Grew the portfolio from 11 million square feet to over 42 million square feet. Total capitalization increased from \$800 million to over \$6 billion. One of the best performing real estate investment trusts in the nation.

1987 – 1993

Formed Spieker Partners after withdrawal from the Trammell Crow Company (Crow-Spieker Partnerships with over 200 entities and 18 million square feet of commercial properties). Amicably divided real estate assets that were located in California, Oregon, Washington, Nevada and Idaho. Twelve of the thirteen partners chose to stay with Spieker Partners. These partners continued the business at the same office location, with the same geographic and business focus. The assets were split with the larger assets sold to liquefy all partners.

1970-1987

Joined Trammell Crow as a Managing Partner and started the Pacific Northwest region. Developed a portfolio of primarily office and industrial properties with a value over \$1 billion. Also developed retail, residential, trade mart properties, and other miscellaneous property types. Member of the eleven-member Management Board of the Trammell Crow Company. In 1972 co-founded Crow-Spieker entities.

### PROFESSIONAL AFFILIATIONS

NAREIT (National Association of Real Estate Investment Trusts)

- Chairman
- Member, Board of Governors
- Member, Executive Committee
- Member, Nominating Committee

Real Estate Roundtable

- Member, Executive Committee

CEO (Chief Executives Organization)



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WPO (World Presidents Organization)

YPO (Young Presidents Organization)

- Chapter Chairman

### **AD-HOC REAL-ESTATE SPECIALISTS**

#### **John Archibald**

Vice President

GRUBB & ELLIS COMPANY, Los Angeles

#### Career Summary

With over 17 years of experience in the Southern California real estate market, Mr. Archibald has established a reputation as a premier lease negotiator, with an expert attention to detail. He has successfully completed complex lease transactions for several large businesses and institutions, including MetLife, GE Capital Commercial Finance, Kaiser Permanente, ADP, Union Federal Savings Bank, Metropolitan Transportation Authority, and Qwest Communications.

Mr. Archibald came to Grubb & Ellis' Downtown office in the spring of 1992 from the Los Angeles office of Colliers Seeley International Inc. with six years of brokerage experience. He has specialized in exclusively representing tenants and landlords in the greater Los Angeles basin since 1988. Prior to working in downtown Los Angeles as a broker, John worked for Lloyd Henry Interior Systems, a general contractor specializing in commercial interior construction. During John's 3 years with Lloyd Henry as a project coordinator, he worked on projects such as IBM (100,000 sq.ft), Coast Federal Bank (25,000 sq.ft), Bank of America (57,500 sq.ft.).

Early in his career, Mr. Archibald worked for the architectural firm of Cannell & Chaffin as an assistant to the architectural staff; where he gained valuable experience in the fields of blue print reading, design concepts, and the coordination of subcontractors through job completion.

Mr. Archibald's experience in greater Los Angeles, along with his combined real estate brokerage, construction, and architecture experience, provides a vast amount of knowledge, expertise, and value to his clients.

#### Education

Mr. Archibald holds a Bachelor of Science degree in Business Administration from the University of Southern California. Additionally, he earned a Real Property Development and Management Certificate from the USC Marshall School of Business. Mr. Archibald's continued education includes a Masters of Corporate Real Estate Services (MCR) from NACORE International, now known as Corenet Global.

#### Professional Activities

Mr. Archibald is the founder and serves as Director of the Grubb & Ellis Telecom Services and the Legal Services Groups, a member of the San Gabriel Valley Economic Partnership, a member of the Los Angeles Area Chamber of Commerce, a member of the Los Angeles County BAR Association, a member of The Jonathan Club and President Emeritus of its Fly Fishing Group, belongs to both the USC Real Estate



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Association, and USC Cardinal & Gold, an alumni association. Mr. Archibald is actively involved in the San Gabriel Chapter of Ducks Unlimited and the Pasadena Casting Club.

### **Robert D'Elia**

Mr. D'Elia is currently President – BioPharm Project Delivery for GMP Systems, conducting Project and Construction management for multiple laboratory projects (20,000 – 50,000 SF) in the Bay area, and also carrying out design, engineering, construction & project management for 25,000 GSF Biochemistry tenant improvement. Prior to taking on this role, he was Vice President - BioPharm Operations for Integrated Engineering Services, Inc., where he was responsible for all aspects of P&L operations for Life science engineering project delivery at this company of 25 people which serviced 20 different Bay Area BioPharm companies (inc. Alza, Gilead, Genentech, and Chiron).

Before his work at Integrated Engineering, Mr. D'Elia was Senior Director of Operations for Celera Genomics (Axys Pharmaceuticals), reporting to the SVP/CFO at this start-up Medicinal Chemistry/Small Molecule Company. He was responsible for Real Estate, Financing, AE&C, and entitlements for a 50K+SF Medicinal Chemistry Building, directed 26 FTE in EHS, HR Admin., Purchasing, Warehouse and Distribution, IS/IT, Project Delivery, and Facilities. In this role, D'Elia revamped the purchasing department saving \$220,000 in capital equipment maintenance in first year and saved the company \$3-400K by acting as project manager and not hiring a construction management firm.

Mr. D'Elia was previously Senior Manager, Life Science Real Estate and Construction at Ernst & Young, where he reported to the Managing Partner of \$2B+ line of business. In this capacity, he developed and administrated strategic AE&C Project Delivery marketing/sales effort and supervised up to 20 project support personnel in many strategic planning engagements. Before this, he was Senior Director of Facilities and Operations for Hyseq Inc., a Start-up Genomic company. He also served as Project Executive, Director of BioPharm Facilities Construction for Turner Construction.

In his work as Director; BioPharm Business Operations at Eichleay Engineers and Architects, a \$400M+ engineering company, Mr. D'Elia Reported to the President and managed (P&L) Marketing and Sales, growing his division from 2 to 45 FTE in first year. In his 3 years at Applied Immune Sciences (AIS) as Manager; Facilities Engineering and Validation, he built a validation department and metrology lab, from scratch, to 4 FTE and 10-15 outside contractors. Prior to that work, he was Vice President; Sales and Marketing and Operations at Process Engineers Inc., where he spent 3 years as part of 4 person team who purchased and converted this wine and dairy design/build equipment business into a biopharmaceutical process equipment business. He and the team brought company public through reverse merger through a blind pool mechanism.

Mr. D'Elia also spent more than 4 years at Genentech Inc., where he was employee number 88, as Coordinator; Validation and Technical Services, where he provided fermentation, isolation, recovery, purification and sterile processing for hGH, tPA, and Interferon. At Genentech, he managed validation group of 5 designing studies for “never before validated” process systems. He scaled-up the company’s first cGMP hGH fermentation to the 10,000 liter scale. Before his work at Genentech, Mr. D'Elia was a Processing Engineer at Bayer (Cutter Labs) reporting to engineering group leader and designing, engineering, building, purchasing witnessing performance



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tested, installed and validating process utilities and equipment for large scale cGMP plasma processing and cGMP LVP/SVP sterile operations.

### OPERATIONAL EXPERIENCE

#### **Manufacturing**

- Performed all duties required in the production of anti hemophiliac factors, albumen and gamma globulin using Cohn fractionation techniques at the 3,000-L raw plasma scale and supervised third shifts operations.
- Prepared clinical materials of human growth hormone, via bacterial fermentation, to support early animal through Phase III human trials at 1,000 liter scale.
- Supervised 24x7 fermentation operations (at 10,000 liter scale), protein isolation and purification using liquid/solid separation, tangential flow filtration, various column chromatography technologies and sterile processing/lyophilization.
- Operations management of an ex-vivo cell therapy center for the CD8 capture of HIV infected leukocytes of helper T cells which were then processed and incubated under CBER regulations for re-infusion into patients. CBER, CDER and MDRH as well as ISO and EU were the regulating entities.
- Start-up, validation and manufacturing for the conversion of existing LVP and SVP (Drug Master Files) for D5-Lactated Ringer's Solution and D50, from traditional glass containers, into plastic I.V. containers.

#### **Quality**

- Established QA/QC and pre-clinical operational requirements, including all cGMP documentation for Hyseq.
- Start-up and validation of 50,000 SF solutions plant which included; mixing rooms, component prep areas, washing and sterilization areas, SVP and LVP filling lines, large lyophilizer area terminal immersion sterilizers.
- Audited numerous suppliers and vendors. Authorship and audit of raw materials specifications, SOPs (for utilities, facilities, equipment & personnel), Batch Production Records, and Validation

#### **Consulting**

- Worked with lipoceticals start-up (BioZone Labs) to establish physical plant and manufacturing requirements.
- Project management oversight study for \$45MM fermentation and cell culture Pilot Plant (Immunex).
- Contract manufacturing site selection help for radioactive cancer product for Coulter.
- Consulted with medical device laser start-up on 510k, facility preparedness and other regulatory issues.

#### **Finance**

- Audited \$1+B demolition and waste remediation project for.
- Developed \$10M debt financing line of credit for capital equipment and other expansion needs.
- Established and maintained \$11.5M operating budget.
- Procured \$11M in construction financing (very difficult) and \$15M in take-out financing.
- Revamped purchasing department saving \$220,000 in capital equipment maintenance in first year.
- Saved company \$3-400K by acting as project manager (not hiring a construction management firm)

#### **Real Estate**



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- Negotiated 60K SF lease of warehouse space and built-out Genome laboratories including a 15k SF robotic clean rooms and 10K SF of BioInformatic space.
- Acted as construction director for 15,000,000+ SF of office/warehouse space for HomeGrocer.com. Real Estate demographics studies, site selection and negotiation were directed for the project in 11 U.S states. The project totals 110 sites of 130K SF/site or 15M SF.

### Construction Projects

- Project real estate, finance, Design Engineering Construction of 50,000 GSF of chemistry and office space (AXYS).
- Project engineering and construction of a 10,000,000+ GSF of office/warehouse space (HomeGrocer.com).
- Project design and construction and validation of a 60,000 SF fermentation facility (Genentech).
- Project design, procurement, and validation of a 20,000 SF purification & sterile processing facility (Genentech).
- Project design, engineering and validation (AAALAC) for 80,000 SF vivaria (Syntex Labs).
- Procurement, equip. Mfg. of a 35,000 SF class 100 stroma frees blood-processing facility for DOE (LAIR).
- Project design, procurement, construction, and validation of an 18,000 SF AIDS cell therapy facility (AIS).
- Project design, procurement, construction, and validation of a 123,000 SF medical device facility (BioRad).

### Engineering

- Project equipment engineering, IOQ (Installation and Operational Qualifications) parts procurement, welding and assembly for a 20,000 SF mammalian cell culture facility (Bayer).
- Product Manager for the development of a DNA Array Chip (Reader Device venture w/ ABI) at HYSEQ.
- Project design and eng. for 20,000 SF fermentation and cell culture R&D facility (Bayer).
- Project design and equipment design/build for 35,000 SF eukaryotic & prokaryotic MFG facility (Sterling Drug).
- Utility upgrade and IOQ (chilled water, steam, RO/DI and WFI) (Amgen).

### Business Development

- Developed life science engagements for management solutions to worldwide clients for E&Y.
- Director, responsible for U.S. sales and business development for construction services (Turner).
- VP of Sales for design/build process equipment Mfg., selling to high purity companies (Biotech, Pharma)

Mr. D'Elia holds a Bachelor's degree in Biochemistry from the California State University Hayward, and both a B.Sc., Business Management and an MBA in Business Management from the California Coast University, Santa Ana.

### Stuart Schiff

Stuart Schiff co-founded Divco West Properties, a leading commercial real estate investment management firm, in 1993 with David Taran. Stuart is Principal of all entities established by Divco and is responsible for their oversight. He is also responsible for leading Divco West's investment and management strategies. Based in



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Palo Alto, California, the firm has acquired under Stuart's direction in excess of ten million square feet throughout the Western United States. The company has in excess of \$1.0 billion in assets under its management. Divco West's partners include SunAmerica, Westbrook Partners, Stanford and Harvard University.

In 2003, Divco West closed Page Mill Properties L.P., a \$290 million fund focused on acquiring office and industrial properties located in select West Coast markets. The Fund's investors consist of private and institutional investors, including major public pension funds, such as CalPERS, CalSTRS, Oregon State Teachers Retirement System, Verizon, and NM Services, a Dutch pension fund.

Mr. Shiff holds a Bachelor of Science in Civil Engineering from the University of California at Berkeley. He serves on the boards of the following organizations:

- National Association of Industrial and Office Properties (Silicon Valley Chapter), the
- Real Estate Academic Initiative at Harvard University,
- Fisher Center for Real Estate Urban Economics Policy Advisory Board at the UC Berkeley Haas School of Business
- The Role Model Program

Mr. Shiff is a member of the following organizations:

- American Society of Civil Engineering,
- Urban Land Institute,
- Pension Real Estate Association and
- International Council of Shopping Centers

Mr. Shiff has received awards including:

- Silicon Valley Developer of the Year (2000)
- Office Building of the Year award for 1900 Avenue of the Stars, Century City, California (2001)