

THE CAREY GROUP LLC

Real Estate Development and Government Relations Specialists

Our Mission

The Carey Group LLC facilitates projects and/or policy initiatives, including the development of real estate, by providing advice, guidance and the tools to effectively and efficiently allow projects and policy initiatives to be conceptualized, implemented and completed.

The Carey Group LLC puts development teams together, coordinates all aspects of pre-development, including financing, and helps guide and expedite projects through all governmental processes and agencies.

The Carey Group LLC becomes a team member, and its inclusion helps manage information and relationships to achieve efficiency in terms of time and cost.

Our Services

The Carey Group LLC provides a wide range of services that allows maximization of efficiency and effectiveness of projects and/or initiatives. The Carey Group LLC manages information and relationships to achieve efficiency in terms of both time and cost, and The Carey Group LLC becomes an experienced and active member of the team and in so doing works to ensure the success of each project.

As examples, The Carey Group LLC can provide the following services:

- **Government Relations and Lobbying Services**
- **Identification of Real Estate and/or Economic Development Opportunities-Preparation of RFP/Q/EI Responses**
- **Identifying and Securing Government Funding and Incentives**
- **Identifying and Making Introductions for Business Opportunities**
- **Conducting Property Analysis**
- **Development Process Oversight**
- **Owners Representative Functions**
- **Assist in Presenting Development Opportunities and Issuing RFPs, RFQs and RFEIs, and Managing the Process Involved in Analysis of Responses**
- **Permitting and Licensing Approvals**

Our Experience

Our professionals represent combined over 50 years of New York City and Albany real estate and governmental relations experience, accounting for over \$10 billion of completed real estate development.

Our professionals have extensive experience and networks within Washington, DC, New York State and New York City governments and agencies.

Contact Us

We currently have offices in New York City and Albany.

Our Services

Government Relations and Lobbying Services

The Carey Group LLC can assist with all governmental processes to advance a project quickly and efficiently. We do this by providing guidance and affecting policy in the following ways:

- Determine required and/or recommended processes;
- Strategize on an approach to each process;
- Change and/or affect legislation;
- Initiate and follow up with rule adoption, amendment or rejection;
- Initiate and follow up with board, agency and/or commission determination.

Further, The Carey Group LLC can greatly affect efficiency by assisting with the following:

- Set up and coordinate meetings with government officials;
- Act on your behalf with negotiations and project management;
- Perform public relations functions as well as public communication oversight.

Identification of Real Estate and/or Economic Development Opportunities-Preparation and Presentation of RFPs, RFQs and RFEI Responses

The Carey Group LLC can help identify project opportunities and help prepare proposals so these opportunities become successful projects.

The Carey Group LLC can respond to Request For Proposals/Qualifications/Expressions of Interest (from various city, state and federal agencies as well as private issuers). In so doing, The Carey Group will take the lead on analyzing the opportunity, identifying appropriate team members (planning, architectural, legal, etc.), managing the flow of information among team members, preparation and submission of the response, and presenting the response to the issuing entity.

The Carey Group LLC also works with brokers and through various databases as well as through a variety of auctions and other bidding mechanisms to find attractive opportunities.

Identify and Secure Government Funding and Incentives

The Carey Group LLC can assist in identifying and accessing a variety of government and other funding/financing programs including IDA benefits, ICAP benefits, CFA funding, EB-5 financing, New Market Tax Credits, as well as low cost energy.

Specifically, we can provide the following:

- Analyze project funding needs and identify potential funding sources appropriate for your project;
- Prepare and submit applications and supporting materials;
- Track and provide follow-up as may be appropriate;
- Interact with appropriate government agencies and others to facilitate communication of information, consideration of application and awarding of potential benefits.

Identify and Make Introductions for Business Opportunities

The Carey Group LLC takes a proactive approach to identifying opportunities for our clients. Among other things, we continuously monitor the marketplace for opportunities, both public and private, in the development, service provider and contracting sectors.

The Carey Group LLC also accesses its vast contacts to make introductions, creating new business prospects for its clients. And The Carey Group LLC cross-markets between and among its various clients to advance their mutual interests.

By helping to identify partners, we help to strengthen teams, thereby enhancing their chances of success, and by fitting a particular client's needs with another contact's discipline, we create win-win opportunities.

Conducting Property Analysis

The Carey Group LLC can assist with all levels and ranges of property analysis. Specifically, The Carey Group LLC can provide guidance and assist with the following:

- Land Use Analysis (location analysis, zoning, necessary approvals, etc.);
- Use/Program Determination/Refinement;
- Space Analysis (flow of program, design, etc.);
- Financial Feasibility (including financing options, etc.);
- Negotiating and closing the deal.

Development Process Oversight

The Carey Group LLC performs development process oversight. We will become the representative and advisor, and if appropriate, team leader, and we will take on all project management functions.

Specifically, The Carey Group LLC can do the following:

- Expedite governmental processes and approvals;
- Determine and follow through with available governmental financial assistance;
- Strategize as to public approval requirements and approach;
- Coordinate and conduct presentations to the public, possible team members, lenders, etc.;
- Perform project management functions such as scheduling, contracting, etc.

Owners Representative Functions

The Carey Group LLC, as an owner representative, can assist you in the following ways:

- Represent the owner as the project manager in all functions;
- Act as an extension of the owner's staff, representing the owner's interests;
- Interact, on behalf of the owner, with all team members (the architect, general contractor, public agencies, vendors, etc.); manage relationships to encourage efficiency in terms of time and cost;
- General tasks include:
 - Help form and continuously evolve the design and construction team;
 - Bring leadership to the team;
 - Coordinate the overall project plan (particularly concentrating on time schedule management and monitoring of spending); set and follow up on scheduling and budget, continually monitor quality of work, evaluate and negotiate change orders, etc.;
 - Keep team members informed and updated so work is coordinated; keep the owner informed of progress and issues; allow for rapid decision-making.

Assist in Presenting Development Opportunities and Issuing RFPs/RFQs/RFEIs, and Managing the Process Involved in Analysis of Responses

The Carey Group LLC can help municipalities and other entities/groups in identifying project opportunities and help manage the process of preparing that opportunity to be a subject of a solicitation, manage the solicitation (preparing the RFP/RFQ/RFEI, reviewing and analyzing responses, etc.), and represent the municipality or other entity/group in choosing/negotiating with a developer.

Permitting and Licensing Approvals

The Carey Group LLC can assist you in obtaining permit and licensing approval from State and City agencies.

Specifically we can provide the following:

- Develop and implement a strategy to obtain approvals;
- Prepare applications;
- Follow-up and monitor progress of applications through approval.

Office Locations

New York

The Carey Group LLC - New York
100 Wall Street, 24th Floor
New York, NY 10005
Telephone: (212) 912-3663
Fax: (212) 912-3667
E-mail: [**info@careyllc.com**](mailto:info@careyllc.com)

Albany

The Carey Group LLC - Albany
3 Traditional Lane
Albany, NY 12211
Telephone: (518) 225-2949
Fax: (518) 489-3836
E-mail: [**info@careyllc.com**](mailto:info@careyllc.com)

THE CAREY GROUP LLC

100 Wall Street, 24th Floor
New York, NY 10005
(212) 912-3662
www.careyllc.com



Michael G. Carey

E-mail: mcarey@careyllc.com
Telephone: (212) 912-3663
Fax: (212) 912-3667

Mr. Carey formed The Carey Group LLC in 2004 to provide government relations advice and assistance to developers as well as a variety of companies with government interests/issues, including service providers and contractors.

At The Carey Group, Mr. Carey has used his skills as a lawyer and his knowledge of government to advocate for developers and their projects. Mr. Carey offers strategic advice and representation in connection with development opportunities, including RFP responses, as well as agency negotiations and approvals. Mr. Carey works to advance projects by securing government and political support and financial assistance, including incentives. Mr. Carey also provides ongoing representation to service providers and contractors in their dealings with government agencies.

Prior to forming The Carey Group, Mr. Carey was a partner at Plunkett and Jaffe, P.C. where he represented clients in connection with a variety of public-private partnership and provided government relations in connection with a number of high profile projects.

Prior to joining Plunkett and Jaffe, Mr. Carey served as a Special Advisor to Mayor Michael R. Bloomberg in 2002; Mr. Carey concentrated on special projects, including among others, the City's takeover of the Board of Education, and he oversaw the School Construction Authority. While serving in the Bloomberg administration, Mr. Carey resurrected the Educational Construction Fund (dormant since the 1970's), whose mission is to encourage neighborhood development by constructing mixed use real estate projects that feature new school facilities. Mr. Carey served on the Fund's Board from 2002-2004.

During the administration of Mayor Rudolph W. Giuliani, Mr. Carey was President of the New York City Economic Development Corporation (EDC) from 1999-2002 and served as EDC's First Executive Vice President and General Counsel from 1997-1999. EDC is the City's primary vehicle for business recruitment and economic development initiatives, including real estate development.

From 1999-2002, Mr. Carey was also chairman of the City's Industrial Development Agency, which helped hundreds of companies and not-for-profit organizations to undertake capital expansions through bond financing and/or tax benefits.

While at EDC, Mr. Carey oversaw a number of high profile projects including:

- a variety of projects relating to the revitalization of 125th Street;
- the development of KeySpan Park in Coney Island and Richmond County Bank Ballpark in Staten Island;
- the ongoing development of Queens West;
- the relocation of the Fulton Fish Market; and,
- a variety of projects relating to the revitalization of 42nd Street, including Two Times Square, the Ernst & Young Building. and The New York Times Building.

Prior to joining EDC, Mr. Carey was a Managing Director at the investment banking firm Cambridge Partners, where he specialized in municipal finance and financial products. Before joining Cambridge Partners, he was a partner with the law firm of Whitman Breed Abbot & Morgan, where he practiced corporate and commercial litigation. Mr. Carey began his career at the law firm of Paul Weiss Rifkind Wharton & Garrison. He is a graduate of Fordham University School of Law and the Catholic University of America.

Mr. Carey is counsel to Harris Beach PLLC, a firm which specializes in public finance, economic development and IDA work. The Harris Beach firm has offices in New York City and a number of key upstate locations. Mr. Carey also currently serves on the Board of the New York Convention Center Development Corporation. He is also on the Advisory Board of B.E.S.T., an organization dedicated to stopping human trafficking, and is on the Advisory Board of Sullivan International Advisory Services, LLC, whose focus is providing tax, legal and strategic advice to companies active in Asian markets.

100 Wall Street, 24th Floor
New York, NY 10005
(212) 912-3662
www.careyllc.com



Stephen J. Hayes

E-mail: shayes@careyllc.com
Telephone: (212) 912-3662
Fax: (212) 912-3667

Stephen Hayes is Executive Vice President of The Carey Group LLC, where he has been since 2005. His expertise is in team-building and coordination/management of projects and processes in relation to real estate development opportunities.

At The Carey Group, Mr. Hayes has lead various development teams through varying municipal RFP/other solicitation processes to successful designation and contract negotiations. He works with stakeholders of all kinds, including community groups and elected officials, to represent clients and facilitate communication and interaction for the benefit of each project. And he structures partnerships and evolves teams to efficiently and effectively advance projects.

Mr. Hayes works on a variety of projects types, most particularly real estate projects involving mix-used, residential (market, low-income and affordable), retail and/or industrial developments.

Prior to joining The Carey Group LLC, Mr. Hayes was Vice President of Real Estate Development at the New York City Economic Development Corporation (EDC). In his time at EDC (1994-2005), Mr. Hayes was responsible for many of EDC's highest profile and largest projects, including the development of office space and industrial corporate parks, luxury as well as affordable housing developments, cultural facility development, retail developments, and a variety of community development planning studies.

Mr. Hayes has professional degrees in real estate development/architecture (Harvard University), landscape architecture (Cornell University) and urban planning (Columbia University).

100 Wall Street, 24th Floor
New York, NY 10005
(212) 912-3662
www.careyllc.com



Regina DeMilia

E-mail: rdemilia@careyllc.com
Telephone: (212) 912-3661
Fax: (212) 912-3667

Regina DeMilia is Senior Vice President of The Carey Group LLC. Ms. DeMilia's expertise lies in acting as a liaison for developers to government agencies and community groups/organizations on varying aspects of real estate development and financing projects.

Prior to The Carey Group LLC, Ms. DeMilia worked for J. Adams Consulting, a New York City government relations firm. Ms. DeMilia's clients were varied and included a major drug store chain, a major airline, an international not-for-profit, and multiple real estate developers.

Prior to joining J. Adams Consulting, Ms. DeMilia was a Senior Policy Analyst for the Bloomberg Administration (2002).

From 1996-2002, Ms. DeMilia was Vice President and Director of Government and Community Relations for the New York City Economic Development Corporation. At the New York City Economic Development Corporation (EDC), Ms. DeMilia was involved in many complex retail projects, recreational facility development as well as ferry terminal redevelopments. Further, Ms. DeMilia ran a department that was responsible for all intergovernmental relationships at EDC and all public presentations made by EDC.

Ms. DeMilia's expertise includes the management of community and government relations in the particular context of real estate development processes, and she concentrates on building relationships and inter-relationships of all involved parties in planning, community relations and transactional processes.

Ms. DeMilia is a graduate of New England College.

100 Wall Street, 24th Floor
New York, NY 10005
(212) 912-3662
www.careyllc.com

Robert L. Schiffer

E-mail: rschiffer@careyllc.com
Telephone: (301) 980-4030
Fax: (212) 912-3667

Robert L. Schiffer has distinguished credentials that range from Wall Street to appointments under two White House Administrations and a New York Governor. He has broad experience in financial markets, diplomacy, crisis management, negotiations and trade policy. Mr. Schiffer currently serves as Executive Vice President of the US Vietnam Trade Council. At The Carey Group LLC, he provides advice to corporate and non-profit clients in international trade, finance and project development.

Mr. Schiffer is one of Washington's leading experts on Vietnamese commercial and political issues. His long involvement in Vietnam included an appointment from 1998 to 2001 as Senior Advisor to US Ambassador to Vietnam Pete Peterson. As the Ambassador's top political envoy on business matters, he developed new strategies to promote US-Vietnam business and finance, labor standards, and international trade. He is credited for his pivotal role in the successful negotiations of the US-Vietnam Bilateral Trade Agreement and the OPIC-Vietnam Bilateral Investment Agreement.

Before his service in Vietnam, Mr. Schiffer was Vice President for Investment Development at the Overseas Private Investment Corporation (OPIC). During nearly two years, he managed the agency's product development, business and market development, and public affairs strategies. He led efforts to open business investment in Eastern and Central Europe, South Korea and Vietnam and was a key strategist with Congress, business and the labor community on OPIC's congressional reauthorization.

From 1993-1997 Mr. Schiffer held senior positions at the United States Information Agency (USIA), directing agency activities in Russia, the NIS, South Africa, China and Vietnam. He was noted for initiatives he led that assisted the peace process in the Middle East and in Northern Ireland, promoted legal reform and intellectual property, and created innovative professional exchange and training programs around the world.

Mr. Schiffer began his Federal service in 1993 in the Clinton White House where he worked as a Special Assistant in the Office of Management and Budget on the National Performance Review.

Mr. Schiffer's Wall Street experience from 1981-1992 included ranking positions with Drexel Burnham (Managing Director of the East Coast Public Finance Group), L.F Rothschild (Managing Director), A.G. Becker (Senior Vice President - firm later known as Becker Paribas) and Bear Stearns and Company (Vice President). He also was a founding partner of a boutique private financial firm, Schiffer and Lacey.

His accomplishments included the first private credit enhancement for a non-profit institution and development of the distressed hospital program (which tapped new capital for hospitals with low credit ratings), as well as being senior manager for the financing of Columbia Presbyterian and Mount Sinai Hospitals.

Mr. Schiffer's civic activities have included serving as Chairman of the New York State Real Estate Advisory Board to the Governor, Director and Treasurer of the Board of the Dance Theatre of Harlem and Chairman of the Committee for Housing New York and the US Vietnam Trade Council.

Today he sits on the boards of the The Alliance for Safe Children in Bangkok, Thailand, that focuses on global child injury prevention; the Vietnam Veterans of America Foundation and the John F. Kennedy Institute for Worker Education. Mr. Schiffer received his BA at the University of Tennessee and attended the Harvard University Kennedy School of Government Program for Senior Managers in Government.