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SUMMARY

Over the past 30 years I have managed virtually every aspect of the development of nearly **8 million square feet** of commercial, institutional, retail and residential buildings valued in excess of **\$3 billion**. My strengths include, team building, alignment of interests, design, approvals, financing, construction, marketing and sales. A summary of my transactions, and the role I played in each project, is attached.

OBJECTIVE

To create value for Johns Hopkins by 1) bringing down the cost of new facilities, 2) maximizing income from non-core assets, 3) finding efficiencies in existing facilities, and 4) using creative financing strategies to preserve Johns Hopkins' Aa3 rating for core assets.

EXECUTIVE EXPERIENCE

Metropolis Development Company LLC

1998 – Present

Founder, Owner and Chief Executive Officer

Metropolis purchased, designed, built and sold 330 condominiums, 55,000 square feet of retail and associated parking on what has become the hottest development corridor in Washington. Many people believe that our forward thinking and innovative design broke open the 14th Street Market. In a survey of re-sales during 2013 in the Dupont/Logan market, ten out of the top ten re-sale prices were in Metropolis buildings.

When the market slowed in 2009-2010, we reduced staff to weather the storm. Over the last eight years I have provided development consulting services to Great Gulf, a Toronto-based condominium developer and Roadside Development, a local residential/retail developer.

Currently Metropolis is developing a retail/residential/office building, "The Barrel House" within two blocks of my previous buildings on 14th Street.

Julien J. Studley Inc. (now Savills Studley)

1981 – 1998

Executive Vice President and Member of the Board of Directors

Although Savills Studley is primarily known as a tenant brokerage firm, I started and ran a consultancy to perform fee development for large corporate and institutional clients. Among the companies for whom I developed new headquarters are Bristol Meyers-Squibb, The Educational Testing Service, The American Red Cross and CoreStates Bank (now Wells Fargo). Additionally, I managed the development of the two largest government buildings constructed in the past 40 years in Washington — The Department of Transportation (1.35 million square feet) and the Bureau of Labor Statistics (1.1 million square feet).

EDUCATION

Harvard Business School (HBS), 1981 graduate

Master of Business Administration

HBS did not offer any program in real estate development. As such, I took the unprecedented step of cross registering for courses at both the Law School and the School of Architecture. I created my own real estate development concentration.

University of Albany, 1976 graduate

Major in Rhetoric and Communications, Magna cum laude

PERSONAL

I arrived in Washington as a summer intern while in business school. By the end of the summer I said, "This is my city". It is with great satisfaction that I have been able to add significantly to the fabric of Washington. It was a good city then. It is a great city today.