

9296 Williston Road  
Williston, VT 05495

## ANDREW THOMAS

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### EMPLOYMENT

**President** **Bullrock Corporation** **August 2005 - Current**

#### ***Real Estate Development***

- Responsible for all aspects of real estate development projects. Simultaneously act in roles of Developer, Constructor, Owner, and Operator.
- **Permitting** – Management of consultants from planning through construction, navigating state, local and federal regulations. Each project involving 6 to 12 firms depending on project complexity.
- **Finance** – Support project financing efforts by creating development offer books, responsible for all due diligence reviews, coordinate transaction details from initial offer conversations through closing. Lead Controller and Bookkeeping team through all financial transactions related to development projects. Prepare requisitions for payment, code and approve all invoices, develop and maintain integrity of cost accounting system.
  - Equity Transactions: Supported private in-house equity raise 4.44M, formation of joint venture with institutional equity partner AEW 8.05M.
  - Debt Transactions: Supported bank closings with Capmark 39.44M, TD Bank 18.18 M. Capital restructure refinance with MidCap 16.0M.
  - Five company sale transaction completed in August of 2014 84.0M, 3 stabilized senior living operations, 1 at home senior care company, and 1 shovel ready senior living development site. Supported owner value negotiations, lead due diligence and legal closing support, finalized post sale transactions and completed company decommissioning with Controller
- **Construction** – 296,000 sf (220 units) Senior Living New Construction, 54,000 sf of Senior Living Renovation projects.
  - Create project development proposal, hard and soft cost budgets, assemble project design/engineering team, scope of work documentation, solicit requests for proposals, negotiate contracts, kick off project, supervise, assess, change/risk management, documentation, close out project, transfer building to operations.
  - Created in house project management suite of tools utilizing elements from MS Office Suite, MS SharePoint Solutions, AIA Contract Documents, and QuickBooks.

#### ***Senior Living Operations / Real Estate Asset Management***

- Operations Management
  - Key party in monthly company financial performance review, financial statement analysis, created staffing ratio performance review metrics with web based reporting interfaces.
  - Create all company operational budgets using a department manager buy in approach.
  - First point of contact for audits, insurance inspections, life safety/licensure inspections, facility change of use reviews, and energy audits.
  - Supervision of property maintenance operations, purchase orders, key contracts, facility upgrades/renovations, capital improvement projects.
- Information Technology
  - Lead company from legacy PC based systems to environment of distributed client workstations with on premise servers. Migrate to cloud based solutions where justified by business case review.
  - Custom built health services department scheduling tool, based on MS SharePoint functionality. Created key performance indicator dashboards for multiple levels of management review.
  - Scheduling portal and care staff kiosk application with associated dashboards.
  - End user equipment rollout using in house developed touch screen applications running on all in one desktops and android tablets, at total cost of ownership significantly less than industry standards.

