

# **EXPRESSION OF INTEREST**

## FOR REDEVELOPMENT OF THE FORMER PRINCETON NURSERIES WAREHOUSE BUILDINGS AT THE MAPLETON PRESERVE

SOUTH BRUNSWICK TOWNSHIP MIDDLESEX COUNTY, NEW JERSEY

Submitted by:

### DWV Development LLC 80 Old York Road Ringoes, New Jersey

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### PROPOSAL FOR REDEVELOPMENT OF THE FORMER PRINCETON NURSERIES WAREHOUSE BUILDINGS

#### 1. Introduction

DWV Development LLC ("<u>DWV</u>"), on behalf of itself and its affiliates, proposes to redevelop the former Princeton Nurseries Warehouse Buildings (the "<u>Warehouse</u> <u>Buildings</u>") and surrounding property (the "<u>Premises</u>") located at 145 Mapleton Road, South Brunswick, New Jersey to create a local agricultural based food, beverage and event hub (the "<u>Mapleton Wine and Food Center</u>") to attract customers from around the state, as well as the New York City and Philadelphia areas. The Mapleton Wine & Food Center would pay homage to the former Princeton Nurseries by growing a portion of its products in the Mapleton Preserve fields. The agricultural component would be used for consumption by the business on the Premises, as well as for educational and tourism purposes.

As set forth herein, DWV proposes to redevelop the Mapleton Wine & Food Center in three phases (the "<u>Project</u>") to assure that a portion of the redevelopment opens to the public as quickly as possible before the buildings further deteriorate.

The Project includes the following:

Phase I:

- Stabilize and preserve the existing buildings;
- Plant the vines for the vineyard;
- Plant fruit trees and vegetables;
- Open and operate winery;
- Sublease warehouse space to Old York Cellars for wine storage;
- Open wine bar; and
- Open event space for public and private functions.

#### Phase II:

- Opening of a farm-to-table restaurant, market, food hall or distillery;
- Opening of an onsite Craft Brewery;
- Create additional event space for music, comedy and other shows, as well as for educational experiences;
- Repurpose portions of the Premises for additional winery warehouse space.

Phase III:

- Redevelop Propagation House to propagate grapevines and other plants;
- Construct greenhouses for a year-round farm-to-table experience.

#### 2. DWV Development LLC

DWV is a New Jersey limited liability company, wholly-owned by David Wolin, a long time resident of the State of New Jersey. Mr. Wolin also owns DW Vineyards Limited Liability Company ("<u>DW Vineyards</u>"). DW Vineyards does business under the trade name of Old York Cellars, which operates a vineyard and winery in Ringoes, NJ, approximately 13 miles from the Mapleton Preserve. Old York Cellars is a licensed winery under the jurisdiction of both the United States Alcohol and Tobacco Tax and Trade Bureau ("<u>TTB</u>"), and the New Jersey Department of Law and Public Safety Division of Alcoholic Beverage Control ("<u>NJABC</u>").

David Wolin founded Old York Cellars in October 2008, upon the purchase by DW Vineyards of the property that housed the defunct Amwell Valley Vineyards. Amwell Valley Vineyards was one of the first wineries in the State of New Jersey after prohibition, but went out of business in the summer of 2008. By the time Mr. Wolin purchased the property in October of 2008, each of the buildings were in need of substantial repair and the vineyard had not been tended to properly by the previous owner for a number of years prior to the purchase.

Mr. Wolin and his team, led by winemaker and vineyard manager, Scott Gares, retrellised the entire vineyard prior to the 2009 growing season, purchased and installed winery equipment in 2009, and 2010, in order to produce the first Old York Cellars' vintage wines in 2010, and completely renovated the tasting room and outdoor space prior to the grand opening of the winery in late October 2010. *See* photos next page.

The winery consists of three primary buildings, the Tasting Room, an event space that holds up to 80 people, and the production facility, where most of the wine is made and stored in tanks and barrels. Old York Cellars has also added a number of outdoor spaces for its customers to enjoy wine in a park-like setting. The winery has outgrown its space and rents an off-site warehouse for bottled wine, and uses another garage for barrels.

In less than seven years, Old York Cellars has become one of New Jersey's pre-eminent wineries. Its wines have won numerous medals at wine competitions throughout the country and have received many accolades from local, state and national publications.

Old York Cellars welcomes over 21,000 visitors a year in its tasting room, attending winery events such as wine festivals, wine and music nights, wine and comedy nights, and attending private wine events such as birthday parties, bridal showers and fundraisers. In addition, Old York Cellars sells its wine at an off premises tasting room at the Bridgewater Commons Mall, at 14 BYOB restaurants which are licensed by the NJABC to sell Old York Cellars wine, wholesale at all Wegmans locations in the State of New Jersey and through the internet. The winery currently employs 11 full-time employees and approximately 25 part-time employees. All full-time employees are entitled to healthcare coverage.



Tank Room Before (Above) & After (Below)

Tasting Room Before (Above) & After (Below)









# Additional Photos of Old York Cellars













#### 3. Principal of DWV Development LLC

David Wolin founded DW Vineyards in 2008 to purchase the property that is now Old York Cellars. It was his vision that transformed a defunct winery into one of New Jersey's leading wineries. Mr. Wolin is a graduate of Tufts University and Harvard Law School and spent almost 30 years practicing commercial real estate finance law at various New York City law firms before retiring from the practice of law in 2016. He has experience with all types of commercial real estate, including retail. Mr. Wolin brings a global perspective to a local development of the Mapleton Preserve. He is very familiar with the market in Central and Northern New Jersey, growing Old York Cellars for the past 8 years. Mr. Wolin grew up in Montville Township, in Morris County, New Jersey and owned a home in Long Branch, Monmouth County, New Jersey for approximately 20 years. He currently resides at a residence at Old York Cellars in Ringoes, Hunterdon County, New Jersey. In addition, his experience in real estate finance has put him in contact with commercial real estate projects, developers, managers and lenders throughout the country.

#### 4. The Market for the Mapleton Wine and Food Center

Today's customers are looking for more than traditional dining and beverage establishments and the Mapleton Preserve offers a unique opportunity to provide today's customers with the experience they seek. Customers can easily shop on-line and are staying away from typical brick and mortar establishments. Recent reports even show that many consumers, particularly millennials, would rather order food instead of dining at traditional restaurants; however, farm-to-table restaurants, wineries and craft breweries are providing today's consumers with opportunities they cannot order on-line easily or take home with them. They are patronizing establishments that allow the customer to engage in group experiences. Consumers want to experience local products, meet the proprietors, learn something about what they are eating and/or drinking and share that experience with their friends and family either in person or via social media. All of this can be incorporated at the Mapleton Preserve while retaining the bucolic character of the location.

Wineries and breweries are thriving in New Jersey. Based on information provided by the Garden State Wine Growers Association, there are now 57 wineries in New Jersey that produced 553,154 gallons of wine in 2016. Most of those wineries are in southern New Jersey or other remote locations that are not easily accessible to residents of Middlesex, Mercer and Somerset Counties, or other suburban New York City areas. The value of the New Jersey wine industry was estimated to be \$231 million as of 2011, the most recent numbers available. Further, based on information obtained from the USA Brewer's Association, the 84 breweries in New Jersey produced 111,416 barrels in 2016. The value of the New Jersey craft beer industry was estimated in 2014 to be \$1,236 billion. These growing industries would be a perfect fit for the Mapleton Preserve.

Moreover, agritourism has become more popular, as City dwellers and suburbanites have been flocking to farmer's markets and wineries in recent years. Department of Agriculture census data shows that New Jersey ranks first nationally in the percentage of farm revenue earned from agritourism, which, is to be expected from the Garden State.

DWV would create an agricultural-based experience combining food, wine and other beverages at the Mapleton Preserve.

#### 5. The Mapleton Wine & Food Center

The site and location of the Mapleton Preserve presents a unique opportunity to create a wine, beverage and food center that pays homage to the history of the site while being economically feasible and also beneficial to the historic district of Kingston and the surrounding communities. The Mapleton Wine and Food Center will include a vineyard, organic vegetable farm, a grove of selected fruit trees and bushes, apiary, propagation warehouse for plants grown at Mapleton Preserve, winery, wine bar, private event space, craft brewery, food hall and public event space.

It is expected that each of the businesses would utilize some of the produce grown at the Mapleton Preserve and provide an educational experience along with its products sold.

# 6. Phase I – Stabilize Buildings, Plant Vineyard, Garden and Fruit Grove, and Establish Winery and Event Space.

#### **Stabilize Buildings**

Immediately upon execution of a lease for the premises, DWV would take steps necessary to stabilize each of the buildings, including securing tarps over roofs where necessary, boarding up doors and windows, and removing growth from inside buildings.

#### Plant Vineyard, Organic Garden and Fruit Grove

DWV would clear a portion of the fields across the roadway from the bare roots storage buildings to plant five to six acres of grapevines after first consulting with experts at Rutgers University to determine the best varieties of grapevines suitable for the location. Depending upon the timing of the execution of a lease, the new vineyard can be planted in the spring of 2018 or 2019.

In addition, DWV would plant a grove of peach trees and blackberry, blueberry, raspberry and strawberry bushes to be used in various fruit wines, by food establishments on site, and by artisan makers of jams, jellies and other products.

In order to farm the property, DWV would need to build one or more out buildings as tractor and storage sheds. These buildings would be in keeping with the historic nature of the Princeton Nurseries.

DWV is in discussions with Dogwood Farms, a local organic farmer and purveyor of organic produce, meats and other products about farming the fields at the Mapleton Wine

and Food Center, as well as creating sauces, jams, jellies and other products for sale on site. For more about Dogwood Farms, *see* "Development Team" below.

#### Adapt Bare Roots Storage Buildings into Winery and Event Space

#### Winery and Wine Bar

DWV expects to convert the 10,000 square foot portion of the Small Warehouse Buildings into a new state of the art winery. The bulk of the space would house the winemaking equipment and store wine. The building would also contain a tasting room and wine bar, offices and winemaker's lab. It is expected that all of the wine sold at the new winery would be produced and bottled on site. In order to utilize the maximum amount of space during the winery's first few years, Old York Cellars is expected to sublease a portion of the winery space to store Old York Cellars wine. We expect that the growth of the new winery will allow it to utilize the entire winery space and Old York Cellars would have the option of moving into one of the buildings in the Large Warehouse Buildings in Phase II.

#### **Event Space**

DWV expects to convert the 6,600 square foot portion of the Bare Roots Warehouse into an event space to be used for winery events, weddings, bar mitzvahs, parties, fundraisers, corporate events and other private events. The main part of the space is expected to hold 250+ people for seated events and would have other smaller private event spaces. It would share bathrooms and a kitchen with the winery space.

TheKnot.com recently produced a list of the top 10 considerations that brides consider when choosing a venue for a wedding. The top four features to-be-weds considered when looking for their venue are: a scenic locale, indoor and outdoor space options, a unique (or nontraditional) venue, and location close to home and family. Given the beauty of the site and its central location in the State, the proposed event space at the Mapleton Wine & Food Center has each of these top four features. And with the number of businesses along the Route 1 corridor, an event space tied to the winery as part of Phase I should be very successful.

Also on TheKnot.com's top 10 considerations is premium food and catering. DWV is in discussions with The Terra Momo Restaurant Group about providing the food and catering to both the winery and event space. Their reputation in the area is top notch, and having The Terra Momo Restaurant Group as part of the food experience will take Phase I to the next level. For more about The Terra Momo Restaurant Group, *see* "Development Team" below.

#### **Re-orientation of Small Warehouse Buildings**

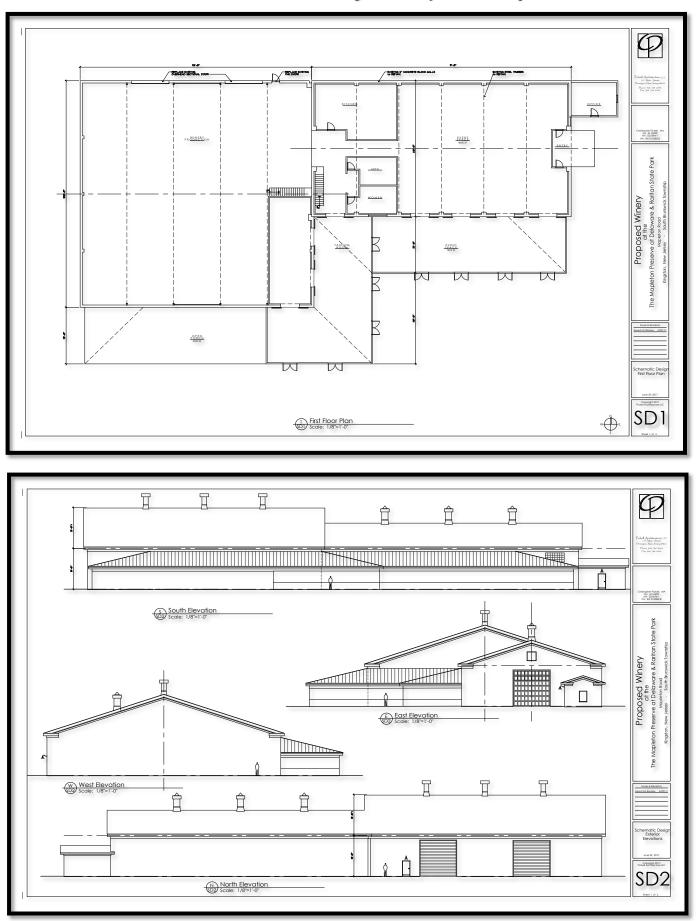
The exterior walls facing the fields are solid concrete with no doors or windows (other than glass block windows which have been covered up). It is important to the success of the Winery and Event Space that the guests experience the vineyard. There appears to be very little historical significance to the backside of these buildings. Subject to historical commission review, DWV would propose to add windows and doors (consistent with the doors and windows on the other buildings) to the small warehouse buildings on the side facing the future vineyard to create an attractive entrance. In addition, DWV proposes to add a lean-to structure to the buildings reminiscent to the lean-to structure on the same side of the Propagation House, as shown in the photo below. This would create indoor/outdoor spaces for the winery and event space and create continuity with the Propagation House. The outdoor space between the buildings and the fields would be minimally landscaped to create a park like setting, utilizing as many of the current trees. As shown in the initial architectural drawings below, DWV does not expect to alter the other three exterior sides of the building other than to replace doors and windows and other necessary repairs in a manner that respects the current architecture.



Even though the entrance to the winery and event space would be reoriented, DWV expects to utilize the "courtyard" between the large warehouse buildings and small warehouse buildings for winery events, opening the garage doors for "cellar door" tastings. The area around the garage doors would be utilized as a "crush pad" in the winemaking process and guests will be able to view the winemaking equipment.

#### **Timing and Cost Estimate**

DWV believes that based on its experience, Phase I will be easily achievable in a two to three year time frame, subject to timely approvals of plans. By opening Phase I first, the winery and event space will become an anchor tenant for the entire project. DWV estimates that the cost to develop Phase I will be approximately \$2.7 to \$3.0 million.



Initial Architectural Drawings of Winery and Event Space

# 7. Phase II – Craft Brewery, Restaurant, Event Space, Additional Warehouse Space, and Craft Distillery

DWV expects to utilize Building 6, and possibly Building 5, as additional warehouse space for Old York Cellars and possibly the new winery.

Initial plans for Buildings 2, 3 and 4 would include a craft brewery, food hall, food market, craft distillery, restaurant and another event space or other business complementary to the Phase I businesses. DWV is in the process of identifying potential partners for the other spaces in Phase II. It is expected that any craft brewery and/or distillery will also have an agricultural component; growing some of its ingredients.

#### Cost and Financing of Phase II

Subject to further inspections, DWV estimates that the cost to renovate the large warehouse space will be in the range of \$7.5 to \$12,5 million (depending on the final businesses to be selected to occupy the space). DWV expects to secure additional financing for Phase II prior to the completion of Phase I.

#### 8. Phase III-Greenhouse – Propagation House

A third phase of the project would include renovation of the Propagation House on the Premises. DWV would use the Propagation House to propagate grapevines and other plants grown on the property, as well as for educational and other events. DWV would seek an option to renovate the Propagation House on the Premises to the extent the Mapleton Preserve Commission is unable to begin renovations by the time Phase I is completed.

In addition, DWV would seek permission to erect one or more greenhouses, in areas where former Princeton Nursery greenhouses existed, in order to provide for farm-to-table produce year round. Alternatively, DWV may want to erect the greenhouses as part of Phase I.

The educational component of the project would attract more people to the Premises during hours when traffic from the winery and restaurants may be lower, helping stabilize cash flow and foot traffic.

#### 9. Traffic Pattern/Parking

DWV proposes that customers for Phase I would use the current exit to Mapleton Road (north of the park headquarters) as the new customer entrance. Customers would be directed to turn right on the access road that runs in front of Building 1, and then left on the access road between the Small Warehouse Buildings and the open fields, and then

turn left on the access road between the Small Warehouse Buildings and the Propagation House. This will create a shorter and more pleasant drive for guests to the winery and event space.

Parking for the winery would be available between the Large Warehouse Buildings and the Propagation House. Valet parking would be available for large events in the event space and parking attendants would park guest cars behind the Large Warehouse Buildings. Additional parking for larger events would be on the open fields surrounding the buildings.

Phase II parking would be determined as part of a more definitive Phase II plan.

#### **10. Legal Structure**

DWV expects to enter into a long-term, financeable lease with respect to the Premise, with the term of the lease being 50 to 99 years, which would allow DWV to secure permanent financing as well as justify the upfront renovation expenses

#### 11. Financing

DWV expects to bring in additional equity members with commitments to provide at least 50% of the projected costs of Phase I (including initial operating expenses) prior to the execution of a lease with respect to the Premises. The remainder of the projected costs of Phase I is expected to be provided through conventional real estate financing.

It is also expected that Old York Cellars will initially lease a portion of the Winery space at the Premises as warehouse space to store wine produced by Old York Cellars stabilizing income during Phase I.

David Wolin, on behalf of DWV, has a line of credit, which, together with other assets, would be sufficient to complete Phase I of the proposal. However, DWV expects to add additional equity partners and substitute financing sources prior to the commencement of Phase I.

On or prior to the final formulation of Phase II, DWV expects to enter into a line of credit sufficient to provide financing for such phase.

#### **12. Development Team**

DWV has assembled a development team for the Project that brings together local businesses and national real estate development expertiseto create a one-of-a-kind environment for the Mapleton Preserve.

#### Winery - OYC Management; Laurin Dorman - General Manager

A new management company formed by Old York Cellars ("<u>OYC Management</u>") will manage the new winery located at the Mapleton Wine and Food Center. Old York Cellars produces over 8,500 cases of wine annually, selling its wines at its tasting room in Ringoes, NJ, through 14 BYOB restaurants in New Jersey, at an off site tasting room in the Bridgewater Commons Mall, via its website and wholesale at each of the Wegman's Wine Shops in New Jersey. Old York Cellars attracted over 21,000 guests to its vineyard in 2016, many more at its mall outlet, and the winery currently has over 800 members in its Vintner's Club that was formed in 2016. At its vineyard, guests can partake in wine tastings in its tasting room or outdoor bars or participate in reserved seated wine, chocolate and cheese tastings right in its production facility. Old York Cellars hosts many events to promote the sale of its wines, including festivals and music and comedy nights. The winery offers tours of its facilities and vineyards, as well as its beehives. Guests are encouraged to picnic and enjoy their wines in its park like setting.

OYC Management will be able to take advantage of economies of scale in managing the Winery at the Mapleton Wine and Food Center in addition to taking advantage of their experience running Old York Cellars. With a mailing list of over 16,000 names and its 800 plus members, OYC Management will be able to jumpstart the marketing of the new winery, which will have a different name and a different winemaker to attract visitors to both wineries. OYC Management has identified a renowned winemaker to run the wine program at the new winery.

It is expected that OYC Management would operate the new winery in a similar manner, offering first class wines in a sophisticated, bucolic setting. The Mapleton Preserve offers an ideal setting for such a new venture. Old York Cellars operates in a family friendly manner, offering activities and a safe place for the entire family while the adults can enjoy their wine tastings.

OYC Management believes that the new winery at the Mapleton Wine and Food Center will expand the overall market for both wineries. Club members would be able to take advantage of the smaller, more intimate Old York Cellars, as well as the larger winery at Mapleton Preserve, with more food options and other events. OYC Management would be able to market both wineries as part of a day trip to potential customers in the entire state of New Jersey, New York City and Philadelphia and its surrounding counties. OYC Management expects to contract with one or more tour companies to provide day tours to both wineries and other attractions such as Kingston, Princeton and Lambertville/New Hope. The proximity to the Princeton Junction train station will allow OYC Management to offer tours to city dwellers without automobile transportation or to those who choose to leave their cars at home.

Laurin Dorman, the General Manager of Old York Cellars, will be the general manager of OYC Management. Laurin has over 15 years of experience in the wine business in New Jersey, the past seven years at Old York Cellars. Prior to her tenure at Old York Cellars, Laurin was the sales manager for Vinifera Imports and, prior to that, the Wine

Shop Manager for Wegmans in New Jersey. She received her BA in Business, Marketing and Italian from Penn State University and holds a Sommelier Certification from the Sommelier Society of America. Laurin holds a Certification as a Specialist of Wine from the Society of Wine Educators.

#### **Restaurant/Catering – The Terra Momo Restaurant Group**

DWV is in discussions with Terra Momo Restaurant Group ("<u>Terra Momo</u>"), a prominent, local restaurant company to provide the food component for Phase I. The food component would include both catering at the event space and the wine bar envisioned for Phase I.

Brothers Carlo, Raoul, and Anthony Momo founded Terra Momo in 1982 when they opened their first restaurant, "Teresa II." They have since opened other exciting dining experiences spanning cultures: Teresa Caffe, Mediterra, and Eno Terra, a wine bar and restaurant. Their bakery, The Terra Momo Bread Company, supplies artisan bread to each of its restaurants. Terra Momo is opening a fifth food establishment, a wine and tapas bar in Shrewsbury, New Jersey.

DWV believes that Terra Momo would make an ideal partner for the Mapleton Wine and Food Center. Terra Momo shares a passion for farm-to-table, providing their restaurants with produce fresh from their own Canal Farm located a stone's throw from the Mapleton Preserve, in Kingston, NJ. Each of their establishments has an individual sense of place. Guests experience this, in the colors of their custom-designed interiors, the smell of their artisan bread, the taste of locally grown produce, the selection of carefully chosen wines (even though they do not sell Old York Cellars wine...yet), the sounds of carefully chosen music, and the care their staff provides, creating a vibrant setting for great memories with family and friends.

Terra Momo continues to offer dining experiences with the common theme of earth, food, wine, and an enjoyment of life.

#### **Organic Farming - Dogwood Farms**

Dogwood Farms is a USDA certified organic farm owned and operated by Jon and Kim Knox. As a Jersey native, Jon knew the Garden State would be a perfect place for a farm offering fresh produce and meats to families, all grown and raised sustainably in Hillsborough, NJ. With 35 acres leased from Duke Farms, Jon and Kim have built a traditionally diverse farm with organic produce and pasture-raised meats. Support from Duke Farms was crucial in launching Dogwood Farms and ensuring the farm's long-term sustainability. In five years, Dogwood Farms has more than tripled their vegetable/meat Community Supported Agriculture programs and expanded their business into offering specialty items ranging from salsas and sauces to hot sauce and soaps. Dogwood Farms opened a retail space in Hillsborough, New Jersey, expanding local partnerships with other small business owners.

DWV believes that Dogwood Farms would be an ideal farming partner for the Mapleton Wine and Food Center. Almost all products sold in their store are grown by Dogwood Farms, or sourced from small businesses within a 50-mile radius. This concept and philosophy is at the heart of the Dogwood Farms retail space.

Dogwood Farms produces the Old York Cellars Malbec Marinara using their organic tomatoes and Old York Cellars wine.

#### **Apiary – Old York Apiary**

Old York Apiary is headed by Apiculturist Roger Gares, father of Old York Cellars' Vintner Scott Gares. Roger cares for and collects honey from the hives that line the outskirt of the winery. Roger has been tending bees for over 10 years and currently manages of 50 hives at various locations, including 12 at Old York Cellars. Roger is an active member of the New Jersey Beekeepers Association.

#### **Architect – Pickell Architecture**

DWV has engaged Pickell Architecture to devise architectural plans for the redevelopment of the Mapleton Preserve. Christopher Pickell, AIA earned his Bachelor of Architecture degree from Rensselaer Polytechnic Institute in 1985 as well as a Bachelor of Science in 1984. Chris is a Registered Architect in New Jersey, New York, and Pennsylvania, and a member of the American Institute of Architects.

Mr. Pickell's experience includes custom residential design; adaptive reuse — upgrading antique buildings to meet modern use; historic design; timber and stone barns; commercial work including banks, restaurants, and manufacturing facilities; and projects for local non-profit organizations and governments. He has been the Principal Architect of Pickell Architecture since 1998.

Central to the Pickell Architecture philosophy is a respect for, and an appreciation of, the value of historic building styles, traditions and practices. The firm is sensitive to the past, to local conditions, to the social and natural environment and combines these attitudes with a practical knowledge of current construction practices and technologies. Pickell Architecture strives to incorporate simplicity, honesty and timeless quality into each design they create with their clients.

Chris Pickell has been the principal architect for the redevelopment of Old York Cellars.

#### **Retail and Development Consultant – Bob Steiner**

DWV has engaged Bob Steiner as its retail and development consultant for the Mapleton Preserve project. Bob has over 25 years of experience in shopping center development and management in major real estate markets in the US, Canada and Australia. His vast experience includes leasing and management, portfolio budget management, financial underwriting, managing joint venture relationships, marketing and construction and tenant coordination. Most recently, Bob was a senior vice president of real estate services for Madison Marquette, a Washington D.C.-based investor, developer and operator of mixed-use real estate. Throughout his career at companies like The Rouse Company, the Mills Corporation, Centro Property Group and Brixmor Property Group, Bob has managed and leased super regional and regional malls, urban, entertainment, outlet, neighborhood and community centers.

Bob is a member of the International Council of Shopping Centers and has presided over and participated in a number of panels and speaking engagements. He resides in Newtown Square, Pennsylvania with his wife and four children and is a graduate of Ramapo College of New Jersey with a Bachelor of Science degree in business marketing and a Bachelor of Arts degree in American studies.

David Wolin has worked with Bob on various retail projects over the years.

#### Financing Consultant - Carlos R. Piñeiro

DWV has engaged Carlos Piñiero to provide financing and legal structuring advice. He has over 15 years experience in the business of commercial real estate financing. Carlos' experience is on both the lending and legal sides of the financing industry, having worked for large financing companies and one of the premier global law firms. Most recently, he was Senior Vice President and Chief Legal Officer of Walker & Dunlop Property Funding LLC, a joint venture of Fortress Investments and Walker & Dunlop. Prior to that, he was Vice President and Deputy General Counsel for LNR Property LLC, a multifaceted commercial real estate company. Carlos also practiced in the commercial real estate finance department of Skadden Arps, working on complex commercial financing transactions. Carlos received a B.S. in Finance from Florida Southern College and a J.D. from Rutgers University.

David Wolin and Carlos have worked together in various capacities for more than 10 years.

#### **13. Additional Information**

Additional information can be obtained from:

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