



## DR. GINA MERRITT, MBA

PRINCIPAL OF NORTHERN REAL ESTATE URBAN VENTURES  
FOUNDER OF PROJECT COMMUNITY CAPITAL®

**DR. GINA MERRITT** is a recognized expert in affordable housing and community development. Her leadership and scholarship in social capital and serving unemployed citizens has catapulted her platform. She is an award-winning business leader— her community development projects have won numerous awards for excellence and social impact. Her entrepreneurship and social impact work are helping communities access safe and affordable housing and employment opportunities.

Dr. Merritt grew up in the Bronx, New York in affordable housing. She helped raise 3 siblings and went off to Howard University where she earned her BBA. After working on wall street at Goldman Sachs and Morgan Stanley, Dr. Merritt earned her MBA from the *Darden School at the University of Virginia*.

Dr. Merritt formed her real estate practice 5 years after receiving her MBA. Having consulted on over \$2B in real estate projects and structured over \$5B in real estate transactions, Dr. Merritt continues to prove that black women have the technical expertise and deep experience that makes a meaningful impact for underserved communities in this country.

Dr. Gina Merritt is an experienced development and investment manager. She has been involved in over 7,500 units of housing in various stages of development; managing the entitlement process, structuring and securing the required financing, managing the design, and the overall construction process. Her practice has been engaged by some of the largest national developers and many high-profile institutions. Her specific expertise in financial structuring has elevated Dr. Merritt's profile in the affordable housing industry. She has underwritten over \$5B in real development estate transactions and performed underwriting service for several CDFI's.

After earning her doctorate from the University of Southern California, Dr. Merritt launched the redesigned *Project Community Capital® (PCC)* – a social capital platform. PCC is an innovative platform that serves as a bridge to social capital for people from underserved communities. PCC assists public agencies, private developers, and contractors in meeting their socio-economic goals by maximizing the most valuable asset we have—Community Capital. PCC also works with employers of every industry and helps to connect them

to ready workers. Dr. Merritt's innovative work leverages technology and a collective impact framework to reduce economic inequality in our most vulnerable neighborhoods.

Dr. Merritt is a mentor for *Innovation Works*, an innovation platform for social enterprise in Baltimore City, and works with *Youth Empowered Society (YES)* which services homeless youth in Baltimore City, Maryland. She gives back through her daily work activities, but is particularly focused on helping entrepreneurs build and grow their businesses, and also has supported multiple initiatives for houseless individuals.

Dr. Merritt's leadership in affordable housing has been recognized on numerous occasions over the last decade. Dr. Merritt's industry accolades include *Built by Women* – two site award winner for North Capitol Commons and The Nannie Helen at 4800. She also received a 2018 *Washington Business Journal Minority Business Leader Award*. Dr. Merritt continues to strive for equality in all communities, and aims to achieve equality through her innovative platforms.

### NOTABLE AWARDS

- Stevie Award for Change Maker of The Year - Race
- Social Innovation Summit Award for Economic Empowerment
- *SmartCeo Brava Award*
- *Enterprising Women of the Year Award*
- *Top 100 MBE Award – DC, MD, VA, PA, DE Region (2 times)*
- *Real Estate QLICI of the Year, Novogradac Journal of Tax Credits Industry Awards*
- *Real Estate Deal of The Year, Financing, Washington Business Journal*
- *National Organization of Minority Architects, Developer of the Year*

### PROFESSIONAL ORGANIZATIONS

- *Women Presidents Organization*
- *National Association of Social Workers*
- *Women's Business Enterprise National Council*
- *Leadership Baltimore*

### BOARD POSITIONS

- *Project Pneuma Board, Baltimore City*

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## AFFILIATIONS

- Phi Alpha Honor Society, University of Southern California, 2020
- Innovation Works, Baltimore, Mentor, 2020
- National Association of Social Workers, 2019
- Baltimore Community Mediation Center, Board Member, Treasurer, 2019
- Women's Business Enterprise National Council, 2018
- Leadership Baltimore, Greater Baltimore Committee, 2018
- The Initiative for a Competitive Inner City, Inner City Capital Connections Program - 2016, Philadelphia
- Girl Scouts of Central Maryland, Board of Directors – 2014 to 2015
- Frederick Elementary School, Baltimore City – Vision Team 2013 to present
- Women Presidents Organization – 2011 to present
- Commercial Real Estate Professionals – Maryland Chapter – Board Member 2011 to 2016 (African-American Organization)
- Housing Association of Nonprofit Developers (HAND)- Member -2007 to Present
- Coalition for Nonprofit Housing & Economic Development 2006-Present
- The National Caucus and Center on Black Aged, Inc. – Housing Management Corporation, Board Member, 2008-2009
- African-American Real Estate Professionals – DC Chapter 1997-1998,
- African-American Real Estate Professionals – Baltimore Chapter Founder
- District of Columbia Building Industry Association 1996-1998
- District of Columbia Redevelopment Land Agency RFP Review Board 1997
- District of Columbia Public Schools Tutor and Mentor 1997

## AWARDS

- *2022 Stevie Award for Change Maker of The Year - Race*
- *2022 Social Innovation Summit Award for Economic Empowerment*
- 2022 Baltimore Business Journal Leaders In Diversity Award
- *2019 Industry Award-Private Sector from the American Cultural Resources Association*
- *2018 Washington Business Journal Minority Business Leader Award Honoree*
- *2017 Top 100 MBE Award – DC, MD, VA, PA, DE Region*
- *Real Estate QLICI of the Year, Novogradac Journal of Tax Credits Industry Awards, 2017*
- *Real Estate Deal of The Year, Financing, Washington Business Journal, 2017*
- *Real Estate Deal of The Year, Delivery of Low-Income Housing, Washington Business Journal, 2017*
- *ULI Award, Excellence in Housing Development, John & Jill Ker Conway Residence, 2017*
- *National Organization of Minority Architects, Developer of the Year – 2016*
- *Built By Women, Two Site Award Winner, Year Two Installation, The Nannie Helen at 4800, John and Jill Ker Conway Residence - 2016*
- *2014 SmartCeo Brava Award – Washington DC*
- *Enterprising Women Magazine 2013 Enterprising Women Of The Year Award Winner*
- *2013 Top 100 MBE Award – DC, MD, VA, PA, DE Region*
- *2013 Women of Color Achievement Award - 100 Black Men*
- *2013 AAREP of DC Affordable Housing Development Award for the Nannie Helen At 4800*
- *2013 AIA DC Best Urban Design –The Nannie Helen at 4800*
- *Montgomery County – Affordable Housing Conference – 3rd Place – The Nannie Helen at 4800*
- *Enterprising Women Magazine 2012 Enterprising Women Of The Year Award Finalist*
- *Wiley H. Bates Senior Housing, Commitment to Excellence, Aging in Place, Department of Housing and Community Development, Maryland*
- *Wiley H. Bates Senior Housing, Historic Preservation Award, Historic Annapolis Foundation*
- *Wiley H. Bates Senior Housing, 2007 HAND Award - Best Project in MD*

## SPEAKING ENGAGEMENTS

- Diversity in the Affordable Housing Industry Forum, Federal Home Loan Bank, Atlanta
- Development 101, Can I Live DC, Public Housing Resident Leadership
- Development 101, Alexandria Housing Authority, Residents
- Women in Commercial Real Estate - Commercial Real Estate Professionals
- City of Baltimore – Vacants to Value – Community Engagement in Major Redevelopment Projects
- City First Bank Community Development Finance Conference – Equitable Economic Development East of the River – Revitalization of the Great Commercial Corridors
- Development 101, District of Columbia Housing Authority, Barry Farms Residents
- Development 101, District of Columbia Housing Authority, Lincoln Heights Residents
- The Development Cycle – Howard University Real Estate Week
- Developer Criteria for Selecting an Architect, NOMA
- Building Strategic Alliances – Economic Challenges of the Twenty-First Century – National Organization of Minority Architects
- Entrepreneurial Strategies for an MBA in a Downward Economy – The Darden School
- Expert Discussion on Real Estate Development & Projects in the DC/Baltimore Area – National Bar Association



# Dr. Gina Merritt, MBA

*Principal of NREUV*

*Founder of Project Community Capital*

**SKILLS AND CAPABILITIES:** *Managed over 7,500 units of housing and mixed-use development consisting of approximately 3.2M total square feet with a development cost of over \$2 billion. Underwritten over 200 housing, mixed-use, retail, and office transactions valued at over \$4 Billion.*

## **SKILLS AND CAPABILITIES**

### **Development and Construction Management:**

- Manage construction teams, architects, engineers and property managers in relation to mixed-income, mixed-use and master planned development
- Manage development projects with individual budgets from \$5M to \$65M and from 21 to 347 units and up to 350,000 square feet.
- Manage design and construction document development process
- Manage contractor cost estimation process
- Manage construction team through analyzing draws, walking job during construction, reviewing all submittals, RFI's, ASI's and change orders

### **Deal Structuring & Financing:**

- Negotiate partnership agreements, construction and permanent loan documents with developers, attorneys, tax credit investors, banks and government lending institutions
- Analyze and underwrite tax-credit, tax-exempt bond, and conventional debt and equity transactions
- Secure tax-exempt bonds, tax credit equity, construction and permanent loans with local agencies, banks and investors

### **Government Relations:**

- Work closely with local housing officials regarding project permitting, deal structuring, deal financing and land entitlement issues

- Perform entitlements processing, including planning board approvals and building permits

### **Organizational:**

- Train staff in development management
- Create development infrastructure and process for organizations, including development plans, settlement-punch-out-warranty process management and financial models

### **Economic Empowerment:**

- Created Project Community Capital®, an economic inclusion program for affordable housing and mixed-use projects in low to moderate income neighborhoods
- Perform outreach activities to residents and local businesses
- Counsel residents on basic job preparation activities and presentation to employers
- Counsel local businesses on improving marketing, sales pitch and business infrastructure
- Connect residents to local social service agencies
- Connect business to local business development program

## **CAREER PROFILE**

*Northern Real Estate Urban Ventures, Washington, D.C. – Principal 2000 to present Consultant and Developer of affordable housing, single-family homes, retail and commercial facilities.*

### **Select Notable Projects:**

Development Manager, Crawford Square Apartments - Pittsburgh, PA  
Development Manager, Beacon Center - Washington, DC  
Development Manager, John and Jill Ker Conway Residence - Washington, DC  
Development Manager, Mayfair Mansions - Washington, DC  
Financial Analysis and Project Redesign – 4th and RI, NE – HSCDC - Washington, DC  
Development Consultant, Development Strategy – MHCDO Portfolio - Washington, DC  
Owner, Project Manager, Wiley H. Bates Senior Housing - Annapolis, MD  
Owner's Representative, Carver Terrace Tenant and Civic Association - Washington, DC  
Owner's Representative, TCCR Community Development Center - Washington, DC  
Real Estate Advisor, Olive Branch CDC - Washington, DC  
Project Manager, A. Harry Moore, HOPE VI Mixed-Use Development - Jersey City, NJ  
Project Manager, Saint Vincent's Day Home - Oakland, CA  
Real Estate Advisor, Richmond Ford Building-Proposal Evaluation - Richmond, CA  
Real Estate Advisor, Vacaville Town Center-Land Valuation - Vacaville, CA

Financial Analyst, Development Impact Fee Study-South San Francisco - San Francisco, CA

**Neighborhood Development Company, Washington, DC – Vice President 2004 to 2005** Local Developer of multifamily for-sale and affordable housing projects.

**Role:** Responsible for all predevelopment tasks on existing and current projects. Assist in creating development infrastructure. Managed the following transactions:

- 1106-1108 Columbia Road, MW – 40 unit Cooperative Conversion
- 3312-3318 Georgia Avenue, NW – 12 unit New Construction Condos
- 4100 Georgia Avenue, NW – 78 units new construction affordable housing
- 300 L Street, NE – Redesign – 45 unit new construction condominium

**Struever Brothers, Inc, Baltimore, Maryland – Senior Development Director 2003 to 2004** Developer of mixed-use projects locally and abroad.

**Role:** Responsible for managing all development tasks for the following transactions:

- Charles Village East – 63 unit condominium
- Charles Village West – 98 unit luxury condominium
- Aegon – 45 unit condominium

Created underwriting template, which was adopted as the standard underwriting model for companywide projects. Negotiated the first institutional equity participation in an SBER project. Managed predevelopment tasks for aforementioned projects, including acquisition, design management and contractor cost estimation process management.

**Capital Vision Equities (CVE), California - Finance Director 1998 to 2000** Investor and Developer of affordable housing, seniors housing, single-family homes, condominiums, retail and commercial facilities.

**Role:** Managed CVE's Northern California operations, including site selection, deal structuring, development management and development consulting.

**Clark Realty Capital, Maryland - Development Executive 1995 to 1998** Investor and Developer of affordable housing, seniors housing, land development, condominiums, retail and commercial facilities.

**Role:** Responsible for every aspect of project management from concept to completion. Structured deals, negotiated terms with joint venture partners, secured financing, managed construction, managed design and entitlements for multi-family housing projects.

## EDUCATION

*The Suzanne Dworak-Peck School of Social Work University of Southern California, Los Angeles, California, Doctorate of Social Innovation, Emphasis: Reducing Economic Inequality*

*The Darden Graduate School of Business University of Virginia, Charlottesville, Virginia Master of Business Administration, Emphasis: Operations and Finance* President - Black Business Student Forum; Member - Business Women's Forum, Equity Council

*Howard University, Washington, D.C. Bachelor of Business Administration, Emphasis: MIS and Business* President - Computer Based Information Systems Society; Member - Society for the Advancement of Management

### Pre-MBA Career Profile

*Morgan Stanley, New York 1991-1993 Associate* Managed several programmers and a global portfolio reporting system for Europe, Zurich, Japan and the U.S. Managed several front-end trade entry systems for global custody business in Europe, Japan and the U.S. Traveled to England and Luxembourg to train colleagues on system enhancements.

*Consolidated Edison, New York 1988-1991 Computer Analyst* Initiated lead in Power Interchange Billing System and completed early. Spent several weeks in a Tool/Maintenance facility interviewing workers in depth to gain the necessary knowledge to design an efficient Tool Inventory Control System.