



## Paul Garity

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Paul Garity is a Capstan Advisors founding partner based in Los Angeles with over 35 years of real estate consulting experience. He brings to every engagement knowledge and understanding of both corporate real estate management imperatives and investment real estate objectives. At various stages of his career he has advised developers, lenders, real estate investors and corporate real estate executives on portfolio strategies, transactions, restructurings and turnarounds, organization design, outsourcing, contract negotiation and transition implementation.

His first corporate real estate consulting engagement was in 1995, when he led Bank of America's initial integrated services outsourcing for 35 million square feet in the U.S. He soon became a nationally recognized expert in outsourcing, managing many of the largest projects in the financial services and technology industries as the outsourcing business began to mature.

In his current role, he advises global corporate clients on organization transformation, first generation outsourcing initiatives and rebid or renegotiation of second generation contracts. He has created innovative delivery models, pricing models and governance structures for virtually every major service line managed by his corporate real estate clients. The total annual value of outsourcing contracts he has helped negotiate is over \$500 million.

## Experience

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After three years in Finance at IBM, Paul began his consulting career at Peat, Marwick Mitchell (later KPMG), where he specialized in real estate and hospitality clients. His career at KPMG spanned 22 years, with positions that included Partner-in-Charge of Western Region Real Estate and Hospitality Consulting and the Corporate Real Estate Consulting practices.

For five years prior to co-founding Capstan, Paul was the President of Real Estate Consulting Solutions, a firm specializing in CRE advisory services. While at RECS, he led outsourcing and performance improvement consulting projects for major clients including Wells Fargo, McDonalds, Morgan Stanley and Computer Sciences Corporation.

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## Affiliations and Qualifications

Summit panelist and outsourcing course instructor at CoreNet Global  
Passed both the California CPA and American Society of Appraisers exams.

Member of the Board of Directors of Lodgian, a public hotel company  
Member of the Board of Directors of 211 Los Angeles, the information and referral agency for the underserved in Los Angeles County.

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## Recent Engagements

Mr. Garity advised a major high-tech company on the design of a new real estate management organization and an RFP process to integrate all services under one provider. The engagement included an RFP to four global firms, contract negotiations with two firms and transitions assistance with ten service lines in three geographies. Key selection criteria were technology with business intelligence, ability to deliver better employee experience, expertise in portfolio strategy and competitive pricing.

Mr. Garity was the lead partner on an organization study for an automotive manufacturing firm that led to an outsourcing project for over 10 million square feet of office, manufacturing and warehouse space in the U.S. Capstan recommended centralizing facilities management from separate teams in five divisions and establishing centers excellence to drive consistency across the global portfolio. The outsourcing project was designed to take advantage of the technology and sourcing platforms of service providers with minimal transfer of company employees in unionized facilities.

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## Education

**Amos Tuck School of Business at Dartmouth College, MBA**

**University of Massachusetts at Amherst, Bachelor of Business Administration**

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## Recent Clients

Advanced Micro Devices	JC Penney
AECOM	McKesson
Boeing	Nike
Bridgewater	Pacific Gas & Electric
Broadcom	Polycom
CA Technologies	Regus
Cummins	SalesForce.com
Deutsche Bank	Time Warner
Glaxo Smith Kline	Union Bank
Google	United States Post Office
Hewlett Packard	Wellpoint
Informatica	