

**Alexandra Rudzinski**  
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**CAREER SUMMARY:**

Alex is a results oriented real estate professional with over 20 years of proven success in the commercial, healthcare, and institutional sectors. Before joining Murphy Land and Retail Services, she was the Real Estate Portfolio Manager for Ascension, St. Vincent's Healthcare, where she managed a portfolio of 2.5 million square feet of both owned and leased medical office space with an annual operating budget of \$8.6 million in metropolitan Jacksonville and Southern Georgia.

In addition to leasing and portfolio management strengths, Alex has a background in site selection, due diligence, acquisitions and dispositions while at St. Vincent's and at the University of Pennsylvania/University of Pennsylvania Health System, where she was Director of Development and Project Management for seven years. While at Penn, she also built over \$185 million in new construction and renovation including medical and administrative offices, clinical spaces, biomedical wet bench lab research, 3T MRI installation, renovation of a community nursing outpatient facility, and a \$46mm infrastructure (water, sewer, roads) improvement project for expansion on a medical center.

She came to Jacksonville in 2013, where she worked for the Office of Economic Development as Director of Development. She worked to attract retail to the City of Jacksonville, and managed a loan fund to assist in small businesses in financing real estate transactions including Third and Main in Springfield, which serves as a short term rental for patients at the University of Florida's Proton Therapy Institute in Jacksonville. She has done economic development consulting, working with clients such as Kaiser Permanente, University of Miami/UM Health, Virginia Commonwealth University Health System, Bon Secours/Richmond, and University of New Mexico Health Sciences Center.

Alex has her bachelor's degree from Brown University and her Master's in City Planning from the University of Pennsylvania.

## **DETAILED WORK EXPERIENCE:**

### **St. Vincent's Health System/Ascension**

#### **Real Estate Portfolio Manager**

**May 2017 – August 2018**

- Management and optimization of 2.5 million square feet of both owned and leased clinical medical office space for non-profit health care and hospital system in greater metropolitan Jacksonville and Southern Georgia regions.
- Operating budget of \$8.6 million for 150 leases; achieved annual cost savings of \$610,000 through self performance of leasing, negotiation of rent reductions, and space consolidations.
- Accomplished 4 strategic site acquisitions and 45 acre land disposition in 10 months.
- Developed first strategic tenant stacking plans for 5 medical office buildings, recognizing appropriate tenant mix for ministry objectives and stable occupancy.
- Created first 5 year capital budget for medical office buildings' infrastructure upgrades and modernization in 9 months.
- Real estate advisor to health system within Ascension Health, the largest non-profit health system in the US.

### **The Democracy Collaborative, Jacksonville, FL**

**Director of Advisory Services – June 2016 to May 2017**

**Senior Economic Development Consultant – October 2015 to June 2016**

- Hired as new Director of Strategic Operations for newly created advisory services department. Working on crafting project estimating, budgeting, and invoicing protocols, standard operating procedures for hiring staff/consultants, new project selection, staff allocation, scheduling and Gantt charts, monitoring project progress to budget and schedule, timely production of contract deliverables.
- Responsible for generating new advisory services business, to transfer theory into action.
- Conduct feasibility studies and implementation recommendations in anchor supply chain analysis, local small business building capacity to link with anchor institutions, local hiring and workforce development, social enterprise opportunities, and social impact investing, including real estate.
- Clients were University of New Mexico Health Sciences Center, Presbyterian Healthcare Systems, First Choice Community Healthcare; Kaiser Permanente; the Health Foundation of South Florida with FIU, University of Miami/UM Health, Holy Cross Hospital, Memorial Healthcare System in South Florida; Virginia Commonwealth University Health System, and Bon Secours/Richmond.

**City of Jacksonville, FL****Director of Development, Office of Economic Development****June 2013 – October 2015**

- Mayoral appointee to OED to make recommendations on and oversee all real estate transactions initiated by the OED.
- Duties included project conceptualization and feasibility analysis, drafting and award of RFPs, financial due diligence and underwriting, market feasibility and demand studies, recommendations on viable financing approaches, transaction negotiation, redevelopment agreement and legislative drafting, and legislative and project implementation.
- Team member of City's real property optimization process to review all City owned property to determine highest and best use.
- Supported the Downtown Investment Authority in its analysis of real estate projects.
- Underwriter for the Housing and Development Division's Northwest Jacksonville Economic Development Fund for real estate, business loans.
- Appointed staff for the Mayor's Community Wealth Building Task Force based on The Democracy Collaborative economic development model in Cleveland, OH.
- Led the Renew Jax community development initiative in the Edward Waters/Kings Road area, worked to attract retail to NW Jacksonville, downtown, and county wide.
- In charge of partnership with Operation HOPE and partner banks to promote financial literacy through community based workshops.

**Broward College, Davie, FL****Interim Associate Vice President – Facilities Management****July – October 2012**

- Leader for the operations of Facilities Management department, including capital planning and budgeting, new construction and renovation, and maintenance operations. 2012 fiscal year allocation to capital plan totaled \$20 million; total capital project work in progress exceeded \$80 million.
- Oversight of all college wide educational, administrative, recreational facilities and physical plant operations.
- Developed vision and process improvements for Facilities Management, administered capital budgets and capital outlay program.
- Implemented fiscal and construction procurement controls.
- Began standardization college design and construction specifications.
- Assured compliance with master plan, and state, and college policy requirements (including LEED program).
- Set goals to maximize energy reduction strategies to achieve 3% savings annually. Broward College's energy consumption is lower than its peer colleges.
- Implemented project management and benchmarking software for reporting to senior management and Board of Trustees.
- Nominated to Leadership Fort Lauderdale.

**The University of Pennsylvania, Philadelphia, PA**  
**Director of Development and Project Management**  
**2001 – 2007**

- Project director and manager for development and construction of all real estate ventures (with third party developers) undertaken by University.
- Built fast track development of \$75M, 130,000 SF biomedical research facility (wet labs and vivarium) in joint venture with third party developer on a former brown field site; \$9M redevelopment of 95,000 SF vivarium and wet lab research building and 3T MRI installation; \$5M redevelopment of 68,000 SF outpatient nursing care facility; \$5.2M tenant fit out of Student Health Services ambulatory care facility; \$13M redevelopment of a historic, former industrial property into a night club and radio station; \$32M University/School District of Philadelphia joint venture development of pre-kindergarten-8th grade school; \$46M infrastructure redevelopment of former Civic Center site into medical center.
- Built fast track construction, historic tax credits, environmental remediation and Act 2 releases, work in PA Keystone Opportunity Zones, and PA state grant funding.
- Requested by Executive Vice President of University to be project representative to donor for \$65M new construction of Veterinary School classrooms, labs, and vivarium.

**Preferred Real Estate Investments, Inc., Conshohocken, PA**  
**Asset Manager**

**1999 - 2001**

- Directed the operations of 7.5 million square foot commercial office portfolio of 38 properties in Mid-Atlantic region.
- Restructured third party property management company with 35 employees: hired controller, director of operations, regional manager; established monthly financial and operational reporting and budgeting and annual capital budgets for individual properties; created new image for management company which included new uniforms, new property signage and banners, operational manuals, and customer satisfaction surveys; instituted electronic mail communication policy; developed operating procedures.
- Tenant services representative for over 300 commercial tenants.
- Formed new business relationships with telecommunications-fiber providers and information technology partners.
- Member of management team responsible for business development of emerging technology incubator, bHive.net; work with marketing incubator to existing tenant base to create stronger identity and sale of services.

**Trammell Crow Company/University of Pennsylvania, Philadelphia, PA**  
**Project Manager**

**1998 - 1999**

- Project manager for planning, design, new construction, and renovation of \$35M in facilities projects for the University of Pennsylvania.

- Established and tracked project schedules and budgets, and identified cost reduction opportunities.
- Negotiated contracts, approved payments, and ensured code and University procedural compliance.
- Managed teams of project architects, engineers, contractors, and vendors.

**EDUCATION:**

**University of Pennsylvania**, School of Design, Masters in City Planning, graduated with Distinction

**Brown University**, Bachelor of Arts, International Relations