



WHAT WE DO

We focus on the leadership and structure required to help platforms grow with clarity and control.

Outsourced COO
 Embedded leadership to stabilize, scale, or reposition your platform.

senior leadership— embedded, aligned, and purpose-built for your next phase.

- Enterprise Optimization
 Clarity across roles, reporting, workflows, and decision-making.
- Capital Readiness
 Institutional positioning, investor materials, and fundraising strategy.
- Strategic Projects
 From succession planning to high-impact transformation—we lead the work that unlocks growth.

BUILT FOR
DISCIPLINED
OPERATORS WITH A
TRACK RECORD OF
SUCCESS - AND THE
CLARITY TO KNOW
WHEN GROWTH
REQUIRES MORE.



Shelley Balanda COO & Managing Principal

With over two decades of multidisciplinary experience—spanning brokerage, institutional advisory, capital markets, and operations—our perspective is shaped by direct leadership inside real estate platforms navigating complexity. The focus has been on high-stakes moments: scaling teams, repositioning strategy, and preparing organizations for institutional capital or generational transition.

What differentiates our approach is the ability to operate at both altitude and depth — bridging high-level strategy with the executional discipline required to implement it. From capital raising and investor reporting to restructuring teams and realigning infrastructure, the goal is to ensure that vision, talent, and operations move in sync, so performance becomes not just possible, but repeatable.

PROFESSIONAL HIGHLIGHTS

- \$5B+ in real estate acquisitions across multifamily, retail, office, and mixed-use.
- \$1B+ in JV capital secured from institutional partners.
- Led restructurings, capital readiness, and growth strategy for owner-operators and fund sponsors.
- Built internal infrastructure across functions including acquisitions, asset management, and reporting.
- Trusted partner to C-suite leaders navigating transition, succession, and scale.



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