PROFESSIONAL PROFILE

TURKIA AWADA MULLIN

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BIOGRAPHY

Turkia Awada Mullin brings nearly 30 years of experience across the private and public sectors, with expertise in business strategy, real estate, development, and business law. With an accounting background—having passed the CPA exam—and as a licensed real estate broker, she combines financial acumen with legal and operational insight.

She is a trusted receiver, facilitator, discovery master, advisor, and owner's representative, known for delivering practical solutions in complex litigation and major real estate matters. Her work centers on managing, preserving, and maximizing the value of distressed assets, including business entities, real estate, and cannabis-related operations.
Ms. Mullin also serves as Chief Strategy Officer for Beyond Basics, a Michigan-based literacy nonprofit, and previously was Chief of Staff for The Ciena Group during COVID, overseeing operations for 10,000 employees across five states.

Her broad responsibilities have included:

- Developing and executing pragmatic real estate and business strategies
- Resolving complex issues in development, finance, workouts, restructuring, receivership, and tax
- Managing large-scale real estate portfolios and developments
- Expanding service lines and securing multimillion-dollar appropriations

A U.S. Army veteran, Ms. Mullin was twice awarded the Army Commendation Medal and the Army Achievement Medal for her service.

EDUCATIONAL ACHIEVEMENTS

- University of Detroit Mercy, Juris Doctorate
- B.A. in Accounting, Wayne State University
- Michigan Bar Association, Admitted 1997
- Michigan Real Estate Associate Broker, 2000
- Passed Michigan C.P.A. Exam (not certified)

MILITARY | PROFESSIONAL ACHIEVEMENTS

- US Army, 1986-2004, Awarded Army Commendation Medal & Army Achievement Medal
- YWCA Woman of the Year (2009)
- Crain's Detroit Business "Woman to Watch" (2009)
- Featured Top 10 Economic Development Groups in the Country, Site Selection Magazine (2010)
- Trade & Industry Development Magazine CiCi Awards - A123 Systems and G.E. (2009)

Court Appointed Receiver | Redford Twp., MI

Status: Settled

Project Scope

- Assume operational control of several going-concern retail businesses with monthly cash flow in the hundreds of thousands of dollars.
- Install interim management, ensure vendor and payroll obligations were current, and implement transparency and accountability in all financial operations.
- Define and develop settlement parameters that preserve and strengthen the business's position for potential sale opportunities.

Challenges

- Hostile parties: lacking trust, credibility and transparency.
- The business lacked infrastructure to account for over $200,000 in monthly revenues.
- Lack of proper inventory tracking and controls for over 5,000 products.
- Business faced regulatory shutdown due to noncompliance with state environmental and licensing requirements.
- Lack of accounting infrastructure for real-time tracking of revenues, expenses, profit margins, and other key performance metrics.
- No assessment of short-term and long-term capital needs.

Solutions

- Implemented real-time accounting systems and operational transparency.
- Introduced robust inventory tracking and control systems to prevent loss, improve accuracy, and optimize purchasing, track profitability.
- Standardized financial and operational reporting for management and stakeholders.
- Established compliance protocols to address environmental, licensing, and regulatory requirements.
- Developed short- and long-term capital needs assessments to guide investment and growth decisions.
- Once parties had clear financial and operational data, facilitated movement toward settlement and positioned the business for sale.

Discovery Master | Southeast Michigan

Status: Settled

Project Scope

- Multiple ongoing businesses—including retail, wholesale, cultivation, and warehousing operations with numerous intertwined investor groups, generating millions in annual cash flow.
- Operations in the highly regulated cannabis industry, requiring strict compliance to standards.
- Review of regulatory compliance to ensure financial and operational transparency.
- Review & analysis of several interrelated entities, including multiple grow facilities and retail operations, involving thousands of records.
- Investigation of allegations, assessment of regulatory compliance, and review of business records to determine completeness and accuracy of discovery.
- Identification of deficiencies or confirmation of the accuracy of representations made by multiple parties involved in litigation.

Challenges

- Numerous parties with no trust, lack of transparency, breakdown in business relations between active and passive partners.
- Various legal and business reporting positions by counsel not consistent with business law requirements and state legal cannabis compliance requirements.
- Businesses faced potential regulatory problems due to noncompliance with state licensing requirements.
- Several entities lacked accounting infrastructure for real-time tracking of revenues, expenses, profit margins, and other key metrics.

Solutions

- Conducted a thorough review of extensive documentation.
- Methodically organized, analyzed, and reconciled records to align with regulatory guidelines and reporting requirements.
- Identified missing or non-compliant documentation, including deficiencies in corporate governance for minority shareholders and failures to meet state reporting requirements.
- Facilitated discussions and guided parties toward an expedited settlement, reducing litigation costs and minimizing operational uncertainty.

The Mid | Detroit, MI

Role: Owner's Representative

Status: Predevelopment - Developers are in the financial markets

Project Scope

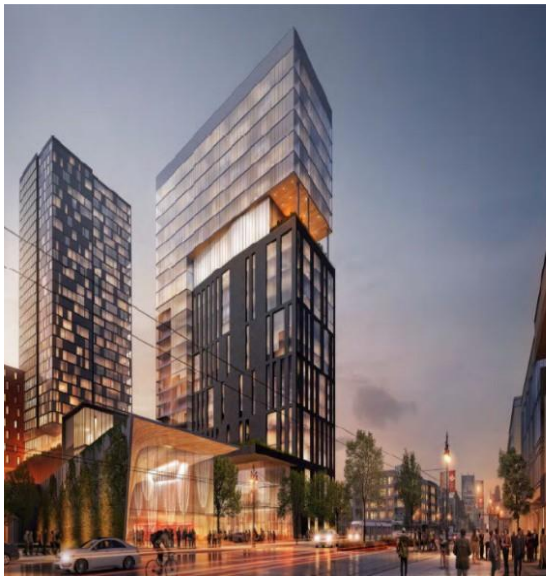
- The property is a 3.78-acre brownfield site
- Created a Master Plan, rezoned the property to allow for large scale development, and secured all entitlements for the proposed mixed-use development with multiple variances.
- Worked with team to negotiate and secure over $75 million in incentives for the new mixed-use development

Challenges

- Property not zoned for proposed uses and density
- Navigate a contentious and costly Community Benefits process
- Maximize incentives to mitigate development costs in an urban center and brownfield site
- Consider reciprocal easements, shared parking, different ownership structures, and different financing for each parcel to be developed
- Preserved an $8.7 million MBT credit

Solutions

- Secured a Planned Urban Development (PUD) with variances in zoning, required for parking and setback restrictions
- Addressed the community/Community Benefits ordinance
- Secured state legislative amendment in December 2020 of $8.7 million MBT credit with legislative extensions
- Parcel divisions under a condominium structure allowed parcel development for multiple uses and different owners with different financing
- Secured financing commitments to fund $175 million for first phase of development which was paused due to the COVID-19 pandemic – WIP financing



Project Summary

The Mid | Detroit, MI

Mixed-use, ground-up development

Award-Winning Luxury Boutique Hotel

- 216 keys
- 350-person banquet hall
- Dining and entertainment centers

Multi-Family

- 350 beds
- 20,000 SF retail area

Parking Deck

- 600+ parking spaces

Rochester Hills Research Park | Rochester Hills, MI

Role: Owner's Representative

Status: Success - Sold during Predevelopment

Project Scope

- The property is a 26-acre parcel with two buildings owned by separate companies
- Master Planned research park and secure full entitlements to fast track the vacant property's development
- Demise and position main building for sale or lease

Challenges

- Market disruption due to COVID-19 pandemic
- Property is situated in a noncore community, so incentives are limited
- One building is functionally obsolete, demolition needed and cost prohibitive, declared a dangerous building.
- The land is one contiguous parcel
- Contemplate reciprocal easements, shared parking, different ownership structures once parcels are divided

Solutions

- Establish the most viable approach to secure site plan approval under a Master Plan, catering to favorable asset-classes, etc.
- Negotiate available incentives for new companies in noncore community
- Engage appropriate studies and commission surveys to plan the most efficient site-layout based on location attributes and post- COVID-19 market conditions
- Negotiate agreements where shared access, parking, and shared common elements are divided among new parcels
- Working with ownership to release the developable parcels from the existing loan which restricts the property, and instead positions the property to secure funding for potential users

Project Summary

Rochester Hills Research Park
Rochester Hills, MI

Parcel Plans

- Master Plan a 26-acre parcel into a high-tech research park designed to accommodate multiple users
- Demolish functionally unusable building
- Sell or lease existing 165,225 SF building

Development Ready Site

- Secure all entitlements and preliminary site plan approval for the remaining 20 acres
- Position site to cater to favored asset classes and ideal building sizes
- Fast-tracked development

Mixed-Used Redevelopment| Trenton, MI

Role: Owner's Representative collaborated with court appointed receiver

Status: Demolition Completed, Development Ready Site

Former Trenton Riverside Hospital was an idle and vacant site for over two decades and under control of a court-appointed receiver. Turkia A. Mullin became the owner's representative on the eve of the judicially-mandated sale of the property.

Project Scope

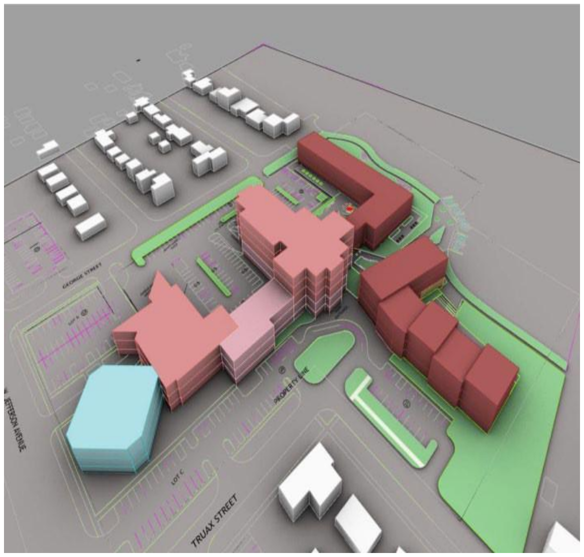
- Address immediate nuisance and dangerous building issues
- Building Assessment: comprehensive assessment of existing building infrastructure
- Proposing a viable redevelopment framework | negotiate with stakeholders, including government leadership

Challenges

- Contentious relationship among stakeholders
- 10-acre brownfield site in a residential neighborhood along the riverfront,
- Over 200,000 square feet of vacant hospital buildings with fortified infrastructure, generators, tunnels.
- Demolition: cost prohibitive.
- Environmentally compromised site:
  - •250,000+ gallons of mercury-laden water in the basement
  - •Former oil and fuel storage facilities

Solutions

- Accountability: Established a transparent process, engaged all stakeholders, and developed buy in for action plan
- Immediate Assessment & Nuisance Mitigation: Addressed flooding, secured the site from vandalism/trespass, and mitigated water seepage into the river.
- Grant Funding: Secured $2.2 million in EGLE grant funds and ARPA dollars to offset costs, reducing the financial barrier to action.
- Incentives & Financing: Negotiated millions in incentives under the Brownfield TIF program and Site Integration via road vacation for a contiguous site.
- Long-Term Redevelopment: Created a master plan and secured all entitlements for the proposed mixed-use project.



Project Summary

Demolition | Trenton, MI

Demolition of former Trenton Riverside Hospital

Obtained buy in from stakeholders

Secured over $2.2 million in funding for the demolition both in ARPA and in EGLE Grant dollars

Mitigated nuisance, water seepage, active contaminants seeping into the river

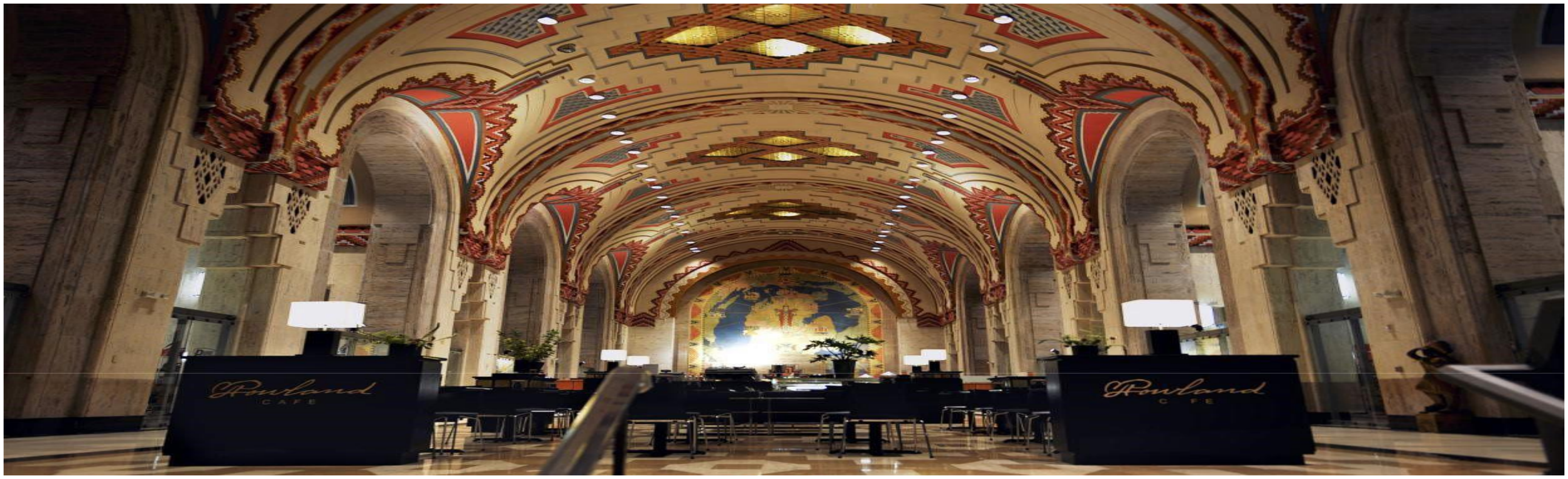
Demolished 250,000+ SF of buildings, LUST & infrastructure

Positioned for Redevelopment

Guardian Building | Wayne County, MI

Acquisition and renovation of historic building.
Role: Owner's Representative- Chief Development Officer

Status: Project Successfully Completed



Project Summary

- Acquired 500,000+ SF building with 2,000 spot parking garage for $25 million
- Renovated occupied building with budget of $44 million and actual cost of $33 million
- Built out and furnished over half of renovated building - relocated 500 employees during a three-day weekend
- Managed building and negotiated leases for remaining 250,000 SF

Scope of Work

- Identified and negotiated the acquisition of a historic 500,000 SF building with over 2,000 parking structure spaces
- Acquired building for $14.5 million with construction budget of $44 million
- Furnished over half of the renovated building
- Planned the relocation of at least 500 employees over a three-day weekend
- Demolished various floors with remediation of asbestos and mold
- Reconstructed Class A office space by furnishing 16 floors and integrating government-standard security infrastructure

Challenges

- Minimize disruption of third-party tenants and retailers during 16-floor renovation
- Ensuring a seamless transition of hundreds of government employees

Solutions

- Successful renovation, saved more than $11 million due to onsite value engineering and management during renovation of occupied bldg.
- Led a seamless and fully operational transition of IT infrastructure and 500-person relocation
- Led the acquisition of a 500,000 SF property and oversaw the renovation of 16 floors in an occupied building, relocation of 500 people in a three-day weekend.

Hype Recreational Building | Dearborn Heights, MI

Build youth athletic complex with sports facilities and character education activities

Role: Owner's Representative – Chief Development Officer

Status: Project Successfully Completed

Project Summary

- Developed 100,000 SF building for $10 million
- Identified viable, contiguous parkland acreage for a nonprofit, multi-use recreation center
- Development funded by HUD Stimulus and brownfield grants
- Accommodated unsuitable soil with proper bearing capacity and foundation as the site was in floodplains and wetlands

Scope of Work

- Secured federal funding for site
- Obtained required approvals at all levels of government to develop parkland
- Convened all stakeholders and championed the project from inception to completion

Challenges

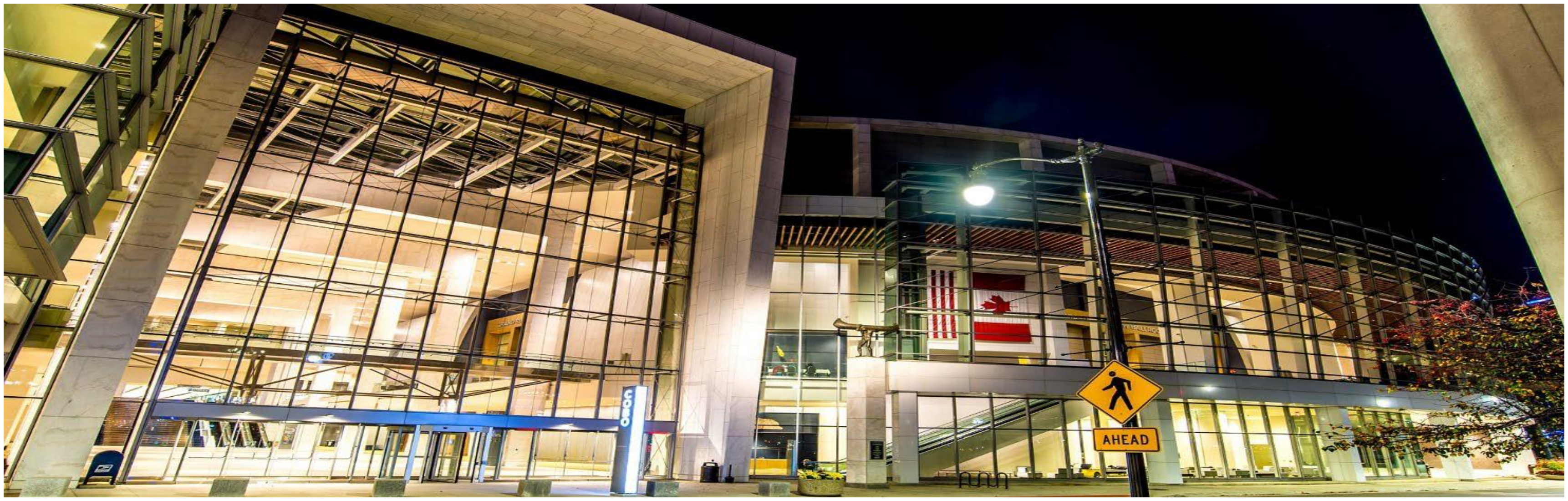
- Identifying reasonably priced, large tract of undeveloped land in heavily populated urban setting
- Identifying obstacles associated with being in a floodplain and wetland
- Accommodating turn-key community educational and recreational nonprofit facilities

Solutions

- Accommodated unsuitable soil to hold proper bearing capacity by pile driving, building reinforced concrete foundations, and construct reinforced structural floors
- Funded in full by HUD Stimulus and brownfield grant funding
- Built 100,000 SF recreational facility that serves children from many municipalities, including thousands of Detroit Public School students

COBO Center | Detroit, MI

Create five-point plan to transform the center into an international, state-of-the-art convention center.
Role: Owner's Representative – Chief Development Officer
Status: Successful Completion of State-of-the-Art Convention Center



Project Summary

- Evaluated various P3 (public-private partnership) structures and taxable vs. tax-exempt models to identify viable funding sources.
- Developed a five-point plan addressing:
  - Operations
  - Physical Limitations
  - Governance / Funding Sources
  - Legislation
  - Financing

Challenges

- Complacency and discord among key stakeholders regarding a path forward.
- Michigan's main convention center was neither perceived nor embraced as a regional asset.
- Physical and operational limitations: COBO's outdated design and deteriorating infrastructure could not accommodate major conventions—including Detroit's signature Annual Auto Show—leading to increased vendor costs and frequent shutdowns for set-up.

Solutions

- Delivered a holistic framework under the five-point plan, requiring a project champion to identify obstacles and create a pragmatic strategy. I initially led this effort, and as the team expanded, we collectively advanced legislation, established effective governance structures, and secured funding for extensive capital improvements.
- Achieved stakeholder buy-in and legislative approval to transfer assets into a regional governing board—enhancing accountability, transparency, and ownership.
- Drafted and passed legislation creating a regional authority, enabling greater stakeholder participation and sustainable funding for both capital improvements and ongoing operations.

Master Planning – Wetland Mitigation | Huron Township, MI

Role: Owner's Representative – Chief Development Officer

Status: Successful Completion – Some Property Developed

Scope of Work

The subject property was a 235-acre contiguous parcel deemed undevelopable. The team evaluated, analyzed, and optimized the property's potential, developing a budget to guide its transformation into productive use.

Challenges

- Approximately 60 acres of scattered wetlands throughout the site made development difficult.
- Raw Land -- No existing infrastructure or utilities.
- Ongoing nuisance issues, including illegal dumping, soil erosion, squatters, and vandalism.
- The property was a burden, costing hundreds of thousands of dollars to maintain annually.

Solutions

- Convened stakeholders and consultants to develop strategies to address key challenges.
- Created a project timeline and budget.
- Partnered with credible stakeholders to develop a creative and unprecedented wetlands mitigation plan in coordination with MDEQ state environmental regulators.
- Consolidated scattered wetlands into one confined conservation area, creating a large-scale developable site—accomplished without a designated end use for the property.
- Performed long-term studies to plan for site infrastructure thoughtfully.
- Pursued state and federal grant funding to support $10 million in infrastructure improvements.
- Leveraged a solution-oriented, private-sector mindset within government to expedite approvals for infrastructure, including roads |sewer | water.

Infrastructure Improvements – Roads, Sewer, & Water| Huron Township, MI

Role: Owner's Representative – Chief Development Officer

Status: Successful Completion – Existing infrastructure served to attract Amazon and other large scale logistics companies and auto suppliers to the area

Property Summary

- Obtained 40 permits from all levels of government, including the EPA, FAA, Fish and Wildlife, and traffic study approvals.
- Relocated federally and state-regulated streams and wetlands, and completed wetlands mitigation.
- Secured revenue and water/sewer utility bonds, grants, and tax credits benefiting more than 400 acres. Installed miles of new roads, sewer, and water infrastructure.

Scope of Work

- Design, permitting, and construction of a three-mile sanitary sewer line.
- Installed sanitary sewer with repurposed crushed-concrete from landfill.
- Led collaboration among local and county governments, homeowners, parkland authorities, the EPA, and MDEQ.

Challenges

- Coordinated to ensure the $10 million sanitary sewer project on schedule.
- Identified cost-effective way to repurpose reinforced crushed concrete, which was initially estimated to cost $5 million to remove.
- Addressed homeowner and parkland concerns to avoid delays.
- Secured brownfield and state tax credits for community and project.

Solutions

- Completed the government project under budget using value engineering, with an actual cost of $8.4 million.
- Repurposed stone-grade crushed concrete for structural backfill and road sub-base, saving $5 million by repurposing a liability (crushed concrete) into usable material for road construction and sewer backfill.
- Delivered critical infrastructure while unlocking approx. 340 acres of prime freeway frontage for development