

EMPLOYMENT HISTORY

**Washington State Housing Finance Commission
Multifamily Housing and Community Facilities Division**

Seattle, WA

Director (6/02-present)

Direct strategic development, administration, implementation and evaluation of the principal resources for the financing of statewide affordable multifamily housing, non-profit facilities, energy efficiency and production programs, housing for seniors, land banking, and beginning farmers and ranchers programs. Primary objectives of this position are to maximize the production efficiency of Commission programs, involving the issuance annually of approximately \$200 million of tax exempt bonds and the allocation of \$200 million in housing tax credits, in order to maximize benefits for Washington State's citizens and its economy.

Key responsibilities include: Plan, organize and oversee of the work performed under these programs; Lead, direct and manage division staff of 14, encompassing recruitment and hiring, orientation and training, evaluation and recognition; Develop, monitor and maintain the Division work plan and budget of approximately \$5 million in revenue and \$2 million in expenses; Develop program administration policies and procedures; Prepare annual reports to the Governor and legislature summarizing the year's program activity; Coordinate and maintain sound communication with the legislature, industry representatives, and other public and private stakeholders; Serve on the Commission's Executive Management Team and represent the Commission before national and state policy making bodies as required.

Manager, Tax Credit Division (1/00-6/02)

Managed the Commission's Low-Income Housing Tax Credit Program. Key responsibilities included: Revising program policies and streamlining program procedures to create a more responsive, user-friendly program; designing and implementing an open and participatory public process; implementing new federally-mandated program requirements; briefing Commissioners and other stakeholders on program activity, policy changes, and recommendations for annual credit allocations; recruiting and hiring, providing orientation and training, and evaluating and recognizing staff of 7; planning, developing, monitoring and maintaining the Division work plan and budget of approximately \$1.1 million in revenue and \$800k in expenses.

Senior Development Analyst, Tax Credit Division (5/96-1/00)

Project manager for federal low-income housing tax credit projects. Key responsibilities included: Reviewing applications and analyzing financial feasibility for both housing tax credit and tax credit/tax-exempt bond projects; coordinating process involving developers, lenders, public funders, attorneys, title companies and appraisers; analyzing partnership agreements and contracts and real estate purchase and sale agreements; monitoring development process through project completion; reviewing attorneys' legal opinions, accountants' cost certifications, and owners' sworn statements; supervising production of Regulatory Agreements and IRS Form 8609s; conducting tax credit trainings and workshops; researching and drafting recommendations based on project review and Commission policies.

**City of Seattle, Department of Housing and Human Services
Division of Housing and Community Services**

Seattle, WA

Planning & Development Specialist (1994-1996)

Part-time position while in graduate school. Prepared written and graphic descriptions of Housing Levy program options. Responded to Mayor's Office and City Council inquires regarding Housing Levy. Staffed Housing Levy Citizens Advisory Committee meetings. Additional duties included data collection and analysis; preparing annual performance reports for federally funded housing programs; supporting lending and construction management staff.

**Family Emergency Shelter Coalition (FESCO)
Non-Profit Housing and Social Service Agency**

Hayward, CA

Housing Director (1991-1994)

Responsible for the development, implementation and supervision of housing program for homeless and at-risk families. Oversaw property management for properties leased and owned by FESCO, including lease and sublease negotiations and maintenance. Provided outreach to people attending job training programs to create interest in developing shared housing program. Activities included counseling, development of a shared living plan, budgeting and rent determination, life skills training, problem solving and mediation and negotiation. Assisted in feasibility analysis and proposal writing for property acquisition. Assisted in developing on-site support service component for 50-unit /affordable permanent housing development. Managed rehabilitation project on shelter, including scope of work writing, contract bidding and contractor selection process, contract execution, scheduling, invoicing and work sign-off. Supervised area housing coordinators.

**New York City, Department of Housing, Preservation and Development
Homeless Housing Division**

New York, NY

Project Development Coordinator (1988-1989)

Member of a team responsible for managing \$107 million Harlem Rehabilitation Project with Tishman Construction Inc. serving as the construction manager. Coordinated various components of this 46 building, scattered site, gut rehab project including zoning, design review, construction, administration, budget, and equal opportunity compliance.

EDUCATION

University of Washington, June 1998

Seattle, WA

Master Degree in Urban Design and Planning from the U.W. College of Architecture and Planning.

Columbia College, Columbia University, May 1988

New York, NY

Bachelor of Arts in Urban Studies
Sociology concentration

RELATED AFFILIATIONS, TRAININGS AND COMMITTEES

- Washington Low Income Housing Alliance, Board Member 2012-present
- Seattle Housing Levy Oversight Committee 2006-present
- State Department of Trade and Economic Development, Policy Advisory Team 2000-present
- State Housing Trust Fund, Credit Committee 1999-present
- National Conference of State Housing Agencies, Member 1996-present
- Gates Foundation, Sound Families Program Funding Committee 2001-2010
- Transpire, Inc., Board Member, Washington DC 2007-2010
- Executive Leadership Certificate, University of Notre Dame, Indiana 2004
- Management Action Program, Certificate, Seattle, WA 2000