

Gans, Gans & Associates
7445 Quail Meadow Road
Plant City, FL 33565
813-986-4441

CANDIDATE **ALESIA SCOTT-FORD**
Orange Park, FL

CORE QUALIFICATIONS

- Organizational Leadership
- 21 Years of HUD Experience
- Personnel Management
- Affordable Housing Development
- Budget Management
- Community Relationship and Outreach

PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT Jacksonville, FL
October 1988 to present
April 2014 to present

Field Office Director

(This is the highest-ranking position in the Jacksonville HUD Office with over 130 employees.)

Managing Directors for eight HUD Program areas for the State of Florida, serve as the first point of contact for elected officials, Mayors, Congressman and women, City Council, and non-profit organizations. This job entails extensive public relations and public speaking. This also includes collaborating and partnering with various agencies to achieve agency goals. This job also involves being the State point of contact for disasters, disaster assessments for properties, cities, and counties. Additional Duties: Implementing Secretary Initiatives such as Section 3 Implementation and Training, Repositioning Public Housing, Reducing Homelessness, Promoting Envision Centers, Promoting Healthy Homes, Opportunity Zones, and Disaster Recovery.

Director of Project Management (Program Center Director) July 2011 to April 2014

Managing supervisors for Asset Management and Asset Development for the State of Florida, worked as the Chief Underwriter for affordable, market rate, and risk sharing development projects for the State of Florida, underwriter for senior and disabled housing, as well as refinance deals, supported the Hub Director with policy decisions, reviewing funding information, approving withdrawals for Reserve for Replacement, training asset managers and production staff, providing training to HUD Customers, making presentations at conferences, and conducting administrative work to insure that staff was accomplishing goals.

Mortgage Credit and Financial Analyst/Housing Underwriter October 2002 to July 2011

Managing multi-million dollar development projects, interfacing with for profit organizations, coordinating with banking institutions and development corporations, reviewing financial statements, reviewing credit reports, conducting financial analysis, determining the eligibility for mortgages, preparing documentation for closings, reviewing organizational capacity, determining the methods and terms of financing, completing cost certifications, and processing financials for firm commitments. This position involved working with 202/811 housing programs. Refinancing multifamily housing projects and 232s was also a part of this job. This position also required reviewing and approving requisitions and advances from owners and contractors.

United States Federal Community Builder (appointed position) October 1998 to October 2002

First point of contact for elected officials, be the face of HUD, coordinate disaster activities, promote HUD programs, disseminate information about funding, make presentations to elected officials, assist elected officials with correspondence, give workshops on the grant programs, coordinate and facilitate meetings between HUD program specialists, resource for partners and customers; develop partnerships with community organizations, coordinate expositions, assist with economic and community development, plan and coordinate faith based conferences, manage the

field policy data system, make presentations to colleges and universities, assist colleges and universities with their grants and grant management, make check presentations to college presidents, help customers resolve disputes and disseminate Fair Housing information; serve as a resource for non-profit organizations, and provide alternative solutions to community groups.

EDWARD WATERS COLLEGE-Department of Gerontology
Founding Department Chair (Associate Professor)

Jacksonville, FL
November 1995 to October 1998

UNIVERSITY OF SOUTH FLORIDA
Assistant Professor Department of Aging and Mental Health (Part-time)

Tampa, FL
August 1994 to December 1996

LTG & ASSOCIATES
Senior Research Associate (Medical Anthropologist)

September 1993 to September 1995

ALLEN OUTREACH CENTER, INC.
Founding Executive Director

August 1994 to September 1996

THE FAMILY ENRICHMENT CENTER, INC.
Founding Executive Director

August 1992 to August 1994

EDUCATION

TURNER THEOLOGICAL SEMINARY-
Interdenominational Theological Center, Atlanta, GA
Master of Divinity, 2003
Concentration Theology

UNIVERSITY OF SOUTH FLORIDA, Tampa, FL
Doctor of Philosophy, 1991
Applied Anthropology with an external specialty in Medical Gerontology and Biomedicine

ATLANTA UNIVERSITY, Atlanta, GA
Master of Art in Sociology, 1986
Concentration in Medical Gerontology

UNIVERSITY OF SOUTH FLORIDA, Tampa, FL
Bachelor of Arts in Religion, 1984

TRAINING/RESEARCH

University of Michigan-Conducting Research Related to the African American Aged, 1996
Harvard University-Public Sector Leadership Training, 1998

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CANDIDATE ALFRED G. BATTLE JR.
Sunrise, FL

SUMMARY

Management Experience in Large Public Organizations

Proven senior-level public sector professional with diverse management roles in permitting, code enforcement, economic development, real estate development, and project management. Professional experiences include leading development of department operating budget and recruiting personnel with unique experiences managing complex projects in community redevelopment, economic development, permitting, and legacy system project management.

CORE COMPETENCIES

- Budgeting
- Project Management
- Employee Recruitment
- Key Partnership Development
- Community Redevelopment
- Real Estate Development
- Economic Development

PROFESSIONAL EXPERIENCE

CITY OF FORT LAUDERDALE

Deputy Director/Acting Director- (2016) 2015 to present

Department of Sustainable Development

Senior operation manager in department with over 200 employees including seven operating divisions - Code Enforcement, Building Services, Urban Design & Planning, Administration, Economic Development, Zoning/Landscaping, and Engineering activities. Key responsibilities included preparation and administration of \$31MM department budget, human resource administration, department training, information technology integration/legacy system maintenance replacement, and management of department scorecard and performance metrics. This position also supervises the division managers for the Administration, Economic Development, and Zoning/Landscaping.

Manager, Economic and Community Reinvestment Division-

Department of Sustainable Development 2012 to 2015

Division manager for twenty-two staff members tasked with all economic and community development activities, including CRA redevelopment programs, CDBG and HUD funded programs, Qualified Targeted Industry program and the administration of the financial budget and all other related activities pertaining to economic and redevelopment initiatives on behalf of the City of Fort Lauderdale. Selected accomplishments include ordinances adopting site-specific Brownfield Redevelopment incentives, utilization of CDBG funds to support multi-family affordable housing projects, and city-wide economic development plan based on performance metrics.

Director, Community Redevelopment Agency

2005 to 2012

Executive manager for the Redevelopment Agency supervising nine employees, primarily responsible for development and execution of the operating and capital budget and all related activities pertaining to economic and redevelopment initiatives on behalf of the City of Fort Lauderdale Community Redevelopment Agency. Responsible for policies and procedures designed to promote economic and redevelopment activity and worked with appointed and elected officials to implement economic and redevelopment plans and programs. Routinely advised city manager and city commission on local economic, social and community conditions and trends and worked closely with the Community Redevelopment Agency Advisory Board members and other related community organizations. Selected projects/programs include;

- Sistrunk Boulevard Streetscape Improvement Project (\$15M)

- NW Commercial Redevelopment Project (\$9M)
- Construction of 54 single-family, infill housing units
- Construction of over 1,000 multi-family apartments/condominiums
- Adoption of the NW Regional Activity Center Zoning Overlay
- Adoption of NW Regional Activity Center Liquor & Convenient Store Zoning Restrictions

JACKSONVILLE ECONOMIC DEVELOPMENT COMMISSION 1995 to 2005
Managing Director, Downtown Development Authority 2002 to 2005

Lead public-sector executive for day-to-day management and implementation of all agency supported downtown development activities and projects. Responsibilities and selected accomplishments included:

- Negotiated complex incentive packages on real estate and economic development projects including business development, residential and retail projects.
- Utilized expertise in creative incentive financing deals with tax increment, Federal HUD programs and other State of Florida sponsored incentive programs.
- Active involvement in employee training, delegating work projects, and evaluating subordinates.
- Lead staff member for the Downtown Design Review Committee
- City designated representative on board of directors of Downtown Vision, Inc. –the downtown business improvement district.
- Worked with elected officials and downtown business community.
- Responsible for over \$50 million in new, private capital investment
- Responsible for the development of over 250 new downtown housing units

JACKSONVILLE ECONOMIC DEVELOPMENT COMMISSION (JEDC)
JACKSONVILLE DOWNTOWN DEVELOPMENT AUTHORITY 1995 to 2002

Division Chief/Senior Project Manager/Project Manager

Entry and mid-level management positions with City of Jacksonville assigned to several economic development roles in the City of Jacksonville. Responsibilities included supervising project and business development managers, working with business owners and developers on applications for economic incentive programs. During time with the agency directly responsible for the following projects/programs:

- Created Downtown Vision, Inc. – Jacksonville’s downtown business improvement district,
- Created/Managed JEDC commercial façade renovation program,
- Project Manager - LaVilla District redevelopment program,
- Administrator - Historic Preservation Trust Fund
- Adopted Downtown Jacksonville Zoning Overlay Code

PULTE HOME CORPORATION

Construction Manager/Superintendent-Orlando Division 1993 to 1995

Responsible for management of all on-site construction development, including but not limited to, scheduling, budgeting, customer orientations, and customer service calls. All work performed was for new housing projects in the Pulte Orlando Division. While working in the Orlando Division, worked at construction job sites located in Orange, Osceola, and Seminole counties and the development of over 100 single family homes.

EDUCATION

FLORIDA ATLANTIC UNIVERSITY, Boca Raton, FL

Master of Public Administration

UNIVERSITY OF NORTH FLORIDA, Jacksonville, FL

Bachelor of Arts, Political Science

TRAINING/CERTIFICATIONS

National Forum for Black Public Administrators

Executive Leadership Institute

Alfred Battle
Resume

The National Development Council

Certified Economic Development Finance Professional
Certified Housing Development Finance Professional

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CANDIDATE **DONNA WICKES**
Tomball, TX

SUMMARY

Over 25 years of professional experience as an industry expert in strategic planning with a focus on the construction of affordable housing and community opportunities that increase self-sufficiency, long-term sustainability and increase quality of life. Manage a budget of over \$2.55 B for the implementation of Public and Indian Housing Grants to over 832 public housing agencies across a 5-state network (Texas, New Mexico, Oklahoma, Arkansas and Louisiana). Together with staff have the authority to monitor these grants ensure that all regulatory requirements, including CFR 200, are implemented correctly.

Provide a senior level of expertise involving specific objectives for all operations support assigned programs or projects, in compliance with approved regulatory requirements. Represent the Office of Public and Indian Housing both internally, as well as, externally through speeches, briefings, etc. Provide quality control for on-site reviews, audits and surveys of all assets including public Multifamily properties, Low Income Tax Credit (LITC) properties, and HUD subsidized assets, to determine compliance with contractual and regulatory obligations.

ACHIEVEMENTS

- Dedicated to bringing sustainable and resilient affordable housing to communities across the SW Network; expert in various financing methods including leveraging funding with other HUD programs, low income tax credits (LITC), FHA insured financing, and private lending. Working with communities to leverage Community Development Block Grant (CDBG) with various funding streams: public and private funding, tax increment funding, tax credits, and enterprise zones.
- Experienced in various methods for repositioning fixed assets to a more sustainable and resilient platform using such tools as RAD and Section 18 demo/disposition.
- Working with key stakeholders to leverage HUD and private funding that increases the stock of affordable housing in metropolitan areas; has experience with the Family Self Sufficiency Program, VASH Program, Housing Choice Voucher Program, and implementing preferences including a homeless preference and disaster preference.
- Working with key stakeholders to measurably address the issue of homelessness that is impacting cities across the United States.
- Promote the implementation of small business incubators that leveraged the use of small business loans and grants disadvantaged businesses.
- Sourced, secured and managed projects and budgets from \$250,000 to \$250 million.
- Spearheaded a team to define and implement the Nation's first tornado wind resistant Building Codes for the City of Moore, OK.
- Supported the long-term recovery for 3 major Region 6 National Disasters: Moore, OK F5 tornado, Louisiana Floods, and Hurricane Harvey. First responder for SW Network, Region 6 during a national disaster or local weather-related disaster.

PROFESSIONAL EXPERIENCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

SW Network Public Housing Director

Houston, TX

July 2011 to present

September 2015 to present



Responsible for the implementation of Housing and Urban Developments (HUD) Public and Indian Housing Programs in the SW Network which includes the states of New Mexico, Texas, Oklahoma, Arkansas, and Louisiana. Manage 7 Public Housing Directors and 80 + staff across six offices, who coordinate the implementation of over \$2.5 billion in HUD public housing grants across 814 public housing agencies and over 2000 programs. This also includes the family self-sufficiency program, jobs plus and VASH program. As SW Regional Public Housing Director, is responsible for ensuring that Public Housing Agencies implement these programs in accordance with regulatory requirements and provide technical assistance and training when appropriate.

Work with all levels of city government including Mayors, County Judges, and Parish Presidents, to provide guidance that maximizes the utilization of the HUD funds. Work closely with all PHAs in the major metropolitan area, including Dallas, Ft. Worth, Houston, and New Orleans. Work hand-and-hand with associated elected officials and PHA senior management to address the issue of homelessness, utilization of VASH vouchers, and the ability to implement public/private partnerships that enhance the ability to increase both affordable housing and opportunities to increase self-sufficiency. Expert in all aspects of repositioning, including RAD and Section 18 demo/disposition and construction of affordable housing through private financing and low income tax credits (LITC).

An active partner with the Houston Coalition for the Homeless and is researching data and trends on the formerly homeless who have been placed in housing through the Continuum of Care Partners and the Houston Housing Authority. This data will be used to recommend socially focused interventions that support the ability to re-integrate the formerly homeless back into the community so that the risk of returning to homelessness can be mitigated.

Works to create a high-energy work environment for staff that empowers creativity and innovation. Well versed in various human resource theories of motivation and team building and working through organizational change issues. Active proponent of empowering employees and in the implementation of high-performance teams.

First responder in the event of a natural or local disaster in Region 6. Responsible for defining the immediate response plan and the long-term recovery plan. As part of this process, work with all levels of stakeholders to support those agencies, locals, and individuals that have been impacted. Accountable for working directly with FEMA and other partners to support the recovery of those impacted. During the Louisiana Floods and Hurricane Harvey, worked at the Joint Field Office (JFO) and various FEMA recovery centers to ensure the short-term and long-term recovery of those impacted.

***Director of Community Planning and Development-
State of Mississippi, City of Jackson Field Office***

July 2014 to September 2015

Responsible for the implementation and monitoring of the state's HUD entitlement programs including CDBG, ESG, COC, HMIS, HOME and Disaster Recovery, CDBG-DR allocation. Duties include grant management and monitoring, implementation of all Federal Regulations and Laws and overseeing over \$50 million in annual grant funding. Managed diverse staff of four employees and created a high-energy work environment. Assisted the State and CoC Members on the development of a state-wide housing strategy that integrates with the priorities of the Governor's Interagency Council on Homelessness. Worked directly with the CoC members to ensure that funds were dispersed to address the goal of ending and managing homelessness.

***Director of Community Planning and Development-
State of Oklahoma, Oklahoma City Field Office***

July 2011 to July 2014

Responsible for the implementation of the state's HUD entitlement programs including CDBG, ESG, COC, HMIS, NSP, HOME and Disaster Recovery, CDBG-DR allocation. Duties include grant management and monitoring, implementation of all Federal Regulations and Laws and overseeing over \$150 M in annual grant funding. Accountable for bringing over \$150 million in Disaster Funds to the State and the City of Moore. Spearheaded the team to define and implement the Nation's first tornado building codes that focused on wind resistance construction techniques. Performed risk analysis on an annual basis to determine a monitoring strategy for high risk grantees. Was an active member on the Governor's Interagency Council on Homelessness.

Was a key contributor/stakeholder in the roll-out of the “100,000 Homes/Zero 2016) campaign in Oklahoma City and Tulsa. To rollout this Campaign in Oklahoma City, over 50 community stakeholders, including HUD and the area Public Housing Authorities, joined the team to support the goal to reduce the chronically homeless population. As part of this process, the team spent three days counting the chronically homeless in the City. This baseline population of 391 was used to rank the group and determine the housing priority for each person. This baseline was used as the benchmark to measure the progress of the team.

The team began housing individuals on February 14, 2013 and by October 1, 2013 had housed over 200 of the 391 chronically homeless. Those housed received case management services so that the client’s overall health could be supported from financial to medical issues. To track the progress towards sustainability over the long-term, each case manager filled out a Sustainability Output Matrix for each person on an annual basis. In addition, interviewed a sample of people who had been housed after 12/24 months to gain information on their progress towards sustainability. The quantitative data will illustrate trends for the individuals who have been housed to understand the progression towards increasing self-sufficiency and the correlation to housing retention. As part of this effort, worked with the local Housing Authorities to implement a Homeless Preference to provide Housing Choice Vouchers to the chronically homeless.

Along with staff were the first responders during the Moore, OK F5 Tornado. Worked with the entire impacted area on both a short-term and long-term recovery plan.

CITY OF AMARILLO, HOUSING AND COMMUNITY DEVELOPMENT

Amarillo, TX

Director of Housing and Community Development

Nov 2010 to July 2011

Responsible for the implementation and monitoring of the City’s CDBG, ESG, COC, HMIS, HOME and Section 8 Voucher Choice Program. Duties included grant management and monitoring, implementation of all Federal Regulations and Laws; Responsible for managing the Section 8 Housing Voucher Choice Program with an annual budget of about \$4 million, with about 1,200 vouchers monthly. Was responsible for implementing a successful Family Self-Sufficiency Program that graduated 1-2 people annually into a homeownership opportunity. Was expert in operating an effective and efficient HCV program and understanding the fiduciary responsibilities of operating a successful program.

Worked as a key stakeholder with local non-profits who supported the Cities vulnerable population through CoC, ESG Rapid Rehousing and CDBG grants. Worked to implement community initiatives such as permanent supportive housing, rehabilitation centers, and additional initiatives that build a high sense of community.

CITY OF AUGUSTA

Augusta, GA

Housing and Community Development Department

Urban Planner

November 2008 to November 2010

Working with a team to revitalize the Laney-Walker and Bethlehem neighborhoods in the downtown area of Augusta, GA. The purpose of this project was to purchase property in the neighborhoods that could be used to transform the downtown into sustainable neighborhoods that promote innovation and the live, work play paradigm. This Urban Transformation utilized a special hotel tax from the city to provide a substantial revenue stream for the next 20 years. In addition, certain neighborhoods utilized CDBG funds for rehabilitation of era homes and HOME funds for development of mixed-income single family homes. The tax revenue was \$750,000 annually through a special use motel tax and was used to secure \$8 million in bond financing.

ATLANTICA INVESTMENTS, INC. (self-employed)

Executive Director of Sales and Development

January 2005 to November 2008

Atlanta Developers/Sandy Springs Affordable Housing

As Director of Sales and Development, worked in a variety of roles to bring quality rental housing and affordable single-family homes to the Atlanta market. Established network of affordable housing lenders to create events where they can exhibit their products to the community. Was also active with Government Affairs Committee and lobbying for laws that protect the rights of homeowners and real estate agents, networking to the Senate and Congressional level. Maintained a strong presence in Atlanta, speaking and aligning interests. Network has led to marketing and increased sales of lender’s products.

INFORMATION TECHNOLOGY GROUP, INC.

President/CEO (Founder and President of Women Owned Business) September 1991 to December 2005
Managed the company with 50 employees (direct reports) and \$12 million in sales. Hired and mentored staff over several divisions: Vice Presidents, Process and Portfolio Management, and Software Development, CFO, and HR. Hired and trained consultative staff with growth qualifying it as an Inc. 500 company. Initiated M&A and stock offering, and defined benefit plans. Company delivered high-tech, high-touch consulting services to name brand accounts such as Delta Air Lines, SunTrust, LG, GE, and Home Depot, as well as venture-capital startups, and developed products such as AccuMetrix® and the e3D Object Model.

Was responsible for the day to day management of the staff and creating all corporate human resource policies and procedures. Worked to evaluate each employee and to implement various employee incentive programs. Part of this incentive program was a stock option plan and a commission plan whereby the employee received part of the company profits.

Established and leveraged key strategic partnerships that had a natural affiliation with and could benefit win-win from partnering with ITG in service delivery, from process and project management vendors such as Platinum and CA, to tool vendors such as TI and Bachman. Quality results and A-player consultants established ITG as a premier provider for support and implementation services for these channel partners. Co-marketed and sold licenses, implementation and follow-on services, and renewal contracts.

EDUCATION

WALDEN UNIVERSITY, Minneapolis, MN

Currently pursuing PhD Public Policy and Administration

Public Policy and Administration: Local Government Management for Sustainable Communities (In progress)

PhD Dissertation Topic: Understanding the Relationship Between Social Integration and Homelessness

ALBANY STATE UNIVERSITY, Albany, GA

Master of Business Administration, 1988

UNIVERSITY OF RHODE ISLAND, Kingston, RI

Bachelor of Arts in Biology, 1980

AWARDS

Nominated for 2015 Samuel J. Heyman Service to America Medal for Disaster Recovery Work in the State of Oklahoma – Disaster Recovery F5 Tornado – Moore, Oklahoma, Oklahoma City Metro Area
Region VI Regional Administrator Outstanding Award 2013 for work to manage homelessness

KEY SKILLS

Public Policy and Administration at the City, State and Federal Level

Covey Project Management, Developing Effective Teams and Setting Wildly Important Goal

Arbinger Institute The Outward Mindset

Karrass Institute Effective Negotiating

HUD Disaster Recovery Process (CDBG-DR)

Low Rent Public Housing (Cap Fund, Operating Subsidy)

Section 8 Program (HCV) (HAP, ADM Fees)

CDBG, ESG, HOPWA, HMIS, COC, HOME, SHP, HPRP, Fair Housing,

Low Income Tax Credits (LITC), Multi/Single Family Development

Housing First – Dr. Sam Tsemberis

OrgCode Consulting Tools: SPDAT/VI-SPDAT – Iain De Jong

Psychological Sense of Community Index – Chavis and McMillan

Social Support Questionnaire – Sarason, Levine, Basham and Sarason

Sense of Community Index – McMillan and Wandersman
Quality of Life Index – World Health Organization

BOARD MEMBERSHIPS

Board Training, Grant, Proposal Writing, Corporate Development, Financial Management, Fund Raising (Capital Campaign Development) and Board Member Staffing and Training. Strategic Partner for working directly with Boards of all capacity. Has provided board training to over 80 non-profit boards across the Southwest. Training includes the role of the board and the executive director and the role in financial analysis and operations of the agency.

Board President private, non-profit Montessori School. Provided organizational, financial, business and leadership skills and ten-year strategic plan. Headed the main Development effort to raise \$229,000 for capital improvements to the school. A portion of funding went towards student scholarships each year.

Member of the Advisory Board for SciTech, the Atlanta hands-on, science museum, networking with state-level politicians to gain Grants and State funding for the museum. Ms. Wickes' company donated in-kind web services to re-write the corporate web site.

Treasurer and Member of the Board of Girls, Inc. in Atlanta, a non-profit that inspires young women to achieve success in life. Attended board meetings, participated in strategic planning, and brought in new donations.

Member of the Advisory Board for Clayton State College and University. Supports SIFE, Students in Free Enterprise by evaluating student projects and presentations. Regular speaker for the Georgia Small Business Development Network on marketing women-owned businesses. ITG was certified as a women-owned business through the NWBOC (National Women Business Owners Corporation).

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CANDIDATE **DWAYNE ALEXANDER, CPM**
Jacksonville, FL

SUMMARY

An energetic, qualified professional leader with tremendous experience and skills in strategic planning, operations, real-estate management and management of federally funded housing programs.

Highly motivated, dynamic professional with a solid record of accomplishments in Asset Management. As an experienced and progressive expert in the multi-family, conventional, commercial, public housing and housing choice voucher industries, I am an effective leader with strong organizational skills and project orientation who manages crises successfully. Core competencies include executive leadership in strategic planning with an emphasis on redirecting corporate culture and promoting organizational effectiveness. Consistently sought and recognized for the capacity to implement strategies for sustainable organizational excellence with the knowledge to realign an agency's strengths and resources with its mission. Ability to build strong rapport with personnel, clients, board of directors and elected officials based on knowledge, and integrity. Enthusiastically promotes the development of professional staff, institutionalization of ethical standards while replicating the industry's best practices.

Qualifications include:

- Expert knowledge of property management principles and community development programs; strong understanding of RAD, LIHTC and housing finance. Excellent fiscal planning, administrative, management and communication skills. Keen knowledge of HUD rules, regulations, policies and procedures; reputable integrity in the administration of HUD-funded and HUD-subsidized programs.
- Demonstrated expertise in HCV and Project/Unit, Base, researching, referencing, and interpreting Section 8 regulations and adhering to program policy guidelines, ordinances, and systems.
- Highly noted for efficient and effective supervision and coordination of Housing Quality Standards (HQS) inspection function and knowledge of Federal, State, and local regulations.
- Possess a clear working understanding of PHAS and SEMAP indicators while managing ACC and providing a strong focus on Quality Control and HUD and OIG Audit proof results.

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|--|---------------------------------|---------------------------------|
| • Operations Management | • Leasing/ Contract Negotiation | • Asset Management |
| • Business Management & Development | • Budget Management | • Staff Management |
| • Policies & Procedures | • Program Management | • Customer / Business Relations |
| • Effective Rent Collection Strategies | • Strategic Planning | • Strong Communication Skills |

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- **EXCELLENT STRATEGIST** - Responds rapidly and appropriately to changing circumstances; evaluates problems, makes astute decisions to effect positive change and refocus on new priorities
 - **RESOURCEFUL AND WELL-ORGANIZED** - Skilled in task management and follow-through. A superior record of delivering mission-critical projects on time
 - **STRONG SENSE OF RESPONSIBILITY** - Solid professional standards; excellent track record of dependability. Exceptional work ethic and professional attitude. Reliable, and willing to work as necessary to get the job done
 - **INSIGHTFUL AND ARTICULATE** - Clear and practical written and verbal communication skills and capable of wearing many hats for optimum cost-effectiveness. Able to cultivate and establish loyal and trustworthy relationships



PROFESSIONAL EXPERIENCE

JACKSONVILLE HOUSING AUTHORITY

Jacksonville, FL

May 2018 to present

Interim President/ CEO, Vice President

2700+ PH units 7600 Vouchers Total budget \$81,000,000.00, High Performer Both Public Housing and HCV

- Promote the mission and vision of JHA internally and with external partners and stakeholders.
- Schedule and execute a regular and consistent maintenance process.
- Ensure compliance with HUD, Fair Housing and other governmental regulations related to affordable housing.
- Ensure compliance with HUD, Fair Housing and other governmental regulations related to affordable housing.
- Identify needs for capital improvements and maintain budget for future improvements.
- Assess and ensure the effectiveness of JHA's property management and compliance systems and staffing structure to:
 - Promote a high level of responsiveness to tenant requests for service and repairs.
 - Maintain relationships with vendors that provide routine maintenance and repair services.
 - Work with All agency teams to develop and manage budgets.
 - Build/maintain a cohesive and productive team of staff, with a focus on continual professional development of all team members.
 - Foster collaboration and effective communication between the JHA team and other outside agencies.
 - Ensure timely closure of deals and effective transition to property management when a construction project is completed.
 - Develop and maintain relationships with organizations to partner in affordable housing developments.
 - Build and maintain a high profile for JHA in the affordable housing community at the local, state, and national levels through networking, attendance at conferences and speaking engagements.
 - Develop and maintain strong, collaborative working relationships with all Senior Team Leaders
 - Lead Senior Team meetings and planning processes.
 - Prepare for successful REAC, and property inspections and recertification of rents for tenants in subsidized apartments; Market available units and manage waiting lists.
 - Ensured that the unit environment was operational and meet the "market-rate" standards, including curb appeal of the site.

MONTGOMERY HOUSING AUTHORITY

Montgomery, AL

February 2017 to May 2018

Deputy Director

Served as the Deputy Director providing direct oversight and Direction to the following departments which include but not limited to Public Housing, HCV, Information Technology, Procurement, and Resident Services.

- Established and implemented departmental goals, objectives, policies, and priorities; determined by the use of Housing Authority policy, appropriate service, and staffing levels; allocate resources accordingly; Managed teams of staff meet annual performance goals and align work with implementation of the strategic plan.
- Worked with staff to track progress on programmatic milestones, to conduct research, gather and analyze data that supports programmatic outcomes.
- Prepared, monitored, and tracked performance and results of staff.
- Supported the team and the Executive Director on project-specific tasks, with developing new programmatic initiatives and managing existing programmatic initiatives.
- Assisted with development of MHA's policy plan aligning strategic goals.
- Developed leadership and the capacity of partners to advance Agency work efforts.
- Represented the Agency as a liaison to HUD.
- Performed the duties of the Executive Director in their absence

SOUTHERN NEVADA REGIONAL HOUSING AUTHORITY

Las Vegas, NV

March 2011 to February 2017

December 2015 to February 2017

Interim Executive Director

Served as the Interim Chief Executive Officer assuming full administrative responsibility for the day to day operation of the Authority through the Authority's management staff, which includes the following:

- All Authority services and activities including administrative services, financial services, housing choice voucher programs, public housing management, affordable housing, safety, maintenance, and development.
- Established and implemented administrative goals, objectives, policies, and priorities; determine by the use of Housing Authority policy, appropriate service, and staffing levels; allocate resources accordingly; prepared recommendations for the Board of Commissioners on policy matters and administrative practices, ensured that the Board was kept up to date on relevant regulations and regulation changes.
- Provided staff assistance to the Board of Commissioners; plan the Board of Commissioners' agenda; prepared and presented staff reports and other necessary correspondence; attended Board meetings as required; supervised the taking, recording, and maintaining of minutes and other official documents.
- Performed the duties of the Executive Director in their absence.

Deputy Executive Director

March 2011 to December 2015

Served as the Chief Operating Officer 11,000 HCV Program Section 8, 2,900+ Public Housing units, and 1000 Affordable Housing units providing leadership and direction to all department supervisors in post-merger tasks, while establishing benchmarks for performance goals and objectives that include complete accountability. Identified deficiencies and recommends corrective action plans for all departments.

- Responded to an internal assessment of the regulations and adherence to firm business management practices.
- Provided technical assistance, monitored and ensured compliance with procedures.
- Reviewed and presents reported to the Board of Commissioners.
- Established and maintained positive relationships with local government, elected representatives, and the Resident Advisory Board.
- Oversaw the property managers to ensure the maintenance and improvement of Building Assets concerning the appearance, equipment and building life cycles, capital improvements, preventive maintenance procedures, crisis management, and security.
- Reviewed annual repair and maintenance budgets and regulatory compliance related to the properties. Inspected properties alongside property manager on a regular basis and as needed to develop a multi-year capital improvement plan. Monitored daily property database, work order database and agency finances for budget compliance.

VIRGIN ISLANDS HOUSING AUTHORITY

St. Thomas VI

Deputy Executive/Director and Chief of Staff

2008 to March 2011

- Directly assisted the Executive Director in determining and carrying out immediate and long-range plans to assure sound administration of all programs; improved condition of housing stock and conducted internal reviews of the Agency's operations. Identified deficiencies and recommended corrective action plan for all departments.
- Responded to HUD audits and internal assessment of the regulations and adherence to firm business management practices.
- Provided technical assistance, monitored and enforced compliance with the personnel policy and procedures.
- Reviewed and presenter of reports to the Board of Directors/Commissioners.
- Established and maintained positive relationships with local government, elected representatives, and Resident Advisory Board members and HUD officials.
- Engaged in direct strategy of labor negotiations for equitable contract terms in the Collective Bargaining Agreement in keeping with the Agency's mission and goals.
- Oversaw the property managers to ensure the maintenance and improvement of Building Assets with respect to appearance, equipment and building life cycles, capital improvements, preventive maintenance procedures, crisis management, and security.
- Monitored annual repair and maintenance budgets and regulatory compliance related to the properties. Inspected properties alongside property manager on a regular basis and as needed to develop a multi-year capital improvement plan. Monitored daily property database, work order database and agency finances for budget compliance.

PHILADELPHIA HOUSING AUTHORITY

Philadelphia, PA
2000 to 2008
2003 to 2008

Supervisory Asset Manager

- Managed and supervised 7000+ housing units; monitored and coordinated extensive field activities of 32 sites, including accounting, operations, leasing, personnel, and management PHAS indicators.
- Conducted monthly internal audits on vendor activity and other site tasks to ensure property management office's compliance with the company's Policies and Procedures.
- Generated reports on the financial performance of assets and accounted for the review and approval of the operating budget, capital budgets, service agreements, and contracts.
- Provided staff training, coaching and staff performance evaluations and compensation.
- Ensured that the unit environment was operational and met the "market-rate" standards, including curb appeal of the site.

Asset Manager

2000 to 2003

- Served as Asset Manager for Housing Choice Voucher Program (Section 8) where 16,000 vouchers were issued, directed, coordinated and supervised overall leasing operation of the Voucher Program (HCV).
- Oversaw company's daily operation, including program quality management, waiting list management, terminations, annual re-examination, and interim changes and portability.
- Assigned, reviewed and participated in the work of staff responsible for determining the eligibility and selection of (HCV) program participants.
- Monitored program budget and landlord relations.

H.J. RUSSEL

Miami, FL
1998 to 2000

Property Manager/Maintenance Superintendent

- Managed 750 units responsible for in production reports management, budget management, requisitions, leasing reports, purchase orders, tenant services management, service inspections, vendors and quality control.
- Played a significant role in developing higher standards in rent collection, ensuring maximization of rent, handling legal processing where necessary, inventory management, accounting and cost records.
- Assured that the seat adhered to regulatory compliance, including recertification, maintaining tenant files, and preparation of all state and federal occupancy reports.
- Performed property inspections and assured optimal functioning of building systems.
- Developed and implemented a preventative maintenance program and new methods and procedures that improved operations while minimizing operations expense.

ABBOTSFORD HOMES

Philadelphia PA
1995 to 1998

Vacancy Superintendent

- Managed 700 housing units and supervising complete rehabilitation of 144 offline housing units.
- Developed and maintained maintenance plans, established maintenance goals and metrics, audited inspection results, clarified maintenance details and policies, evaluating reports, resolved all maintenance situations and problems.

EDUCATION

MONTANA TECH OF THE UNIVERSITY OF MONTANA, Butte, MT

Bachelor of Science Degree

MONTANA COLLEGE OF MINERAL SCIENCE AND TECHNOLOGY, Butte, MT

Associate of Arts Degree

TRAINING/CERTIFICATIONS

Construction Management Certificate Program, Temple University
Construction Management Certificate Program, Turner Technical School
Property Management Certificate Program at Ashworth University

Associate Certificate in Project Management, ESI/George Washington University
Six Sigma, Green Belt, Drexel University
Certified Property Manager, CPM®, IREM®, Institute of Real Estate Management
Real Property Administrator RPA® (In Progress) BOMA, Building Owners Managers Association International
Registered Apartment Manager (RAM) National Association of Home Builders
Accredited Commercial Manager ACoM IREM®, Institute of Real Estate Management
Accredited Residential Manager®, ARM® IREM®, Institute of Real Estate Management
Registered Housing Manager (RHM), National Center for Housing Management
Certified Financial Manager (CFM), National Center for Housing Management
Certified Occupancy Specialist (COS), National Center for Housing Management
Certified Manager of Maintenance (CMM), National Center for Housing Management
Certified Manager of Housing (CMH), National Center for Housing Management

AFFILIATIONS

Member, National Association of Realtors
Member, Institute of Real Estate Management
Member, National Association of Home Builders
Member, National Association of Housing Redevelopment Officials
National Diversity Advisory Board, Institute of Real Estate Management, Term 2011-2012
National Legislative and Public Policy Board, Institute of Real Estate Management Term 2011-2012
National International Services Advisory Board, Institute of Real Estate Management, Term 2011-2012
Chairperson, IYP, Institute of Real Estate Management, Chapter 99 Las Vegas, NV, Term 2012-2013
National Industry Standards Board, Institute of Real Estate Management, 2012-2013
Vice President of Education, Institute of Real Estate Management, Ch. 99, Las Vegas, NV, 2014
National Ethics Committee, Institute of Real Estate Management, Current
National Income Expense Advisory Board, Institute of Real Estate Management, Current
President-Elect, Institute of Real Estate Management, Ch. 99 Las Vegas, NV, 2015
Elected Governing Council, Institute of Real Estate Management, 2015-2018
President, Institute of Real Estate Management, Ch. 99 Las Vegas, NV, 2016
Secretary, Institute of Real Estate Management, North Florida 2018-Present
Executive Board Member, Institute of Real Estate Management, North Florida 2018- Present

AWARDS

Who's Who in Professional Management
CPM Candidate of the Year Award Winner, IREM® Delaware Valley Chapter
President Award's, IREM® Las Vegas Chapter 2012
Leadership/Mentor Award, IREM® Las Vegas Chapter, 2013, 2014
Certified Property Manager (CPM®) of the Year Award Winner 2014
Executive CPM, Accredited Management Organization (AMO) Firm of the Year 2012, 2013, 2014, and 2015
Accredited Commercial Manager (ACoM) of the Year Award Winner 2015, 2016

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CANDIDATE **ELLIS WILSON-HENRI, SPHM, SHM, CPPO**
Orlando, FL

SUMMARY

- Experience with executive administration of low rent, affordable and market rate housing programs.
- Experience monitoring, review and oversight of agencies administering affordable housing.
- Experience interpreting and applying rules, regulations and statues pertaining to PHAs and HUD.
- Experience with coordinating resolutions on critical issues or conflicting programmatic demands or instructions.
- Experience with evaluating and resolving complex and difficult problems relating to the administration of Low Rent Public Housing and Section 8 programs.
- Experience with writing letters and reports after performing technical assistance and reviews that are clear, concise and grammatically correct.
- Experience in coordinating numerous programs, offices and resources over a large programmatic and geographic area.
- Experience in establishing objectives and performance goals monitoring progress toward achievements and setting priorities based on changing requirements.
- Experience identifying operational and programmatic deficiencies and providing technical assistance and recommendations for solutions for Low Rent Public Housing and Section 8 programs.
- Excellent oral communication and writing skills.

PROFESSIONAL EXPERIENCE

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Jacksonville, FL

HUD Receivership Administrator, PIH Regional Director,

Jacksonville Public and Indian Housing Director

December 2013 to present

- Acting as Board Member and HUD Receiver for Gary Housing Authority and Hoboken Housing Authority
- Responsible for administration and program oversight of 47 affordable housing agencies with a combined federal funding amount of approximately \$250 million.
- Provide oversight, capacity building, compliance and policy review to HUD grantee agencies.
- Monitor program performance and make recommendations for improvement.
- Provide ongoing technical assistance on public housing, housing choice voucher, maintenance, procurement, modernization, tenant services and affordable housing modernization and development for low income families.
- Provide training presentations on HUD programs to small and large groups of industry partners and HUD staff, including design of training curriculum and course materials.
- Direct and supervise the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.
- Developed initiatives in collaboration with Florida housing authorities: End Homelessness in the State of Florida and Pre-School-to-College initiative to partner with private foundations to benefit children of all ages and families in public housing.
- Co-lead resource compendium committee to consolidate guidance documents and publications.
- Participate as Community Solutions team ambassador to forge Federal-Local partnerships.
- Act in Regional Director's role during RD's absence.

ORLANDO HOUSING AUTHORITY

Orlando, FL

Chief Operating Officer/Senior Vice President

January 2009 to December 2013

- Responsible for day to day operations of the PHA, short- and long-term planning and management of the agency including budget planning and tracking, resource development, staff supervision, performance and staff development and training.
- Worked closely with HUD to direct and manage departments within housing operations including procurement, resident services/homeownership, modernization and development, maintenance, public housing and (HCV) housing choice voucher/Section 8.
- Strategic Planning Leader for the organization's annual plans collaboration with all community stakeholders.
- Assisted PHAs with development of repositioning strategies including RAD, Mixed Finance, Low Income Tax Credits and other revenue generating financial structures.
- Developed, implemented, and maintained policies to ensure relevance and conformance with best practices, and compliance with internal and external regulatory requirements.
- Created sustainable relationships with board members, business leaders, community partners and vendors, and other stakeholders to foster collaboration and teamwork.
- Conducted surveys, statistical analysis, and monitored outcomes to determine the effectiveness of the housing program and utilized the information to develop or modify processes and procedures.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

KAI/MCCORMACK BARON

St. Louis, MO

Southeast Senior Program Director/

Real Estate Development Project Manager/Section 3 Coordinator

October 2006 to January 2009

- Project Manager and Section 3 Coordinator for various HUD funded developments projects of affordable and public housing including C.J. Peete development of the New Orleans Housing Authority.
- Worked closely with HUD, State Housing Finance Agencies, Private Foundations and other stakeholders to develop homeownership opportunities and housing assistance to low income families utilizing HUD and other funding sources.
- Responsible for developing grant applications, project management, budget tracing proposal development, and contract administration.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

ALLIED CONSULTING, LLC

St. Louis, MO

Chief Executive Officer/Public Housing Training Consultant (Part-Time)

February 2005 to December 2013

- Provided training and consulting services to housing industry partners to increase the quality and availability of affordable housing.
- Provided training and consulting service on housing development and operations, Section 8, Low Rent Public Housing, Section 3 program compliance, contract administration and public procurement.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

ST. LOUIS HOUSING AUTHORITY

St. Louis, MO

Acting Executive Director/Deputy Director

January 1998 to January 2005

- Worked closely with HUD to develop processes and procedures which lead the agency from a troubled agency to a standard performer.
- Supervised and managed operations of maintenance, procurement, modernization resident initiatives, Section 8 and public housing.
- Responsible for short- and long-term planning and management of the agency including budget planning and tracking, resource development, staff supervision, performance and staff development and training.

- Developed affordable housing and homeownership opportunities for low income families utilizing HUD funding and other resources including LIHTC and private foundation funding.
- Developed a team that applied for and received (3) three successful Hope VI grants totaling \$109 million.
- Developed, implemented and maintained policies to ensure relevance and conformance with best practices, and compliance with internal and external regulatory requirements.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

ERM TECHNOLOGIES, INC.

St. Louis, MO

Vice President of Operations

July 1996 to January 1998

- Managed and directed the operations of finance, procurement, human resource, and engineering support for Offices in St. Louis, Missouri and Columbus, OH.
- Responsibilities included budget development and tracking, report development for performance forecasting, contract pricing and proposal development, contract negotiations and schedule development and tracking.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

SVERDRUP ENGINEERING CORP.

St. Louis, MO

Director, Government Contracts/Corporate Contracting Officer

January 1990 to July 1996

- Served as principle Contracting Officer with unlimited obligation authority for 250 corporate offices in North America, Europe, Australia, Africa, and Asia.
- Reviewed major procurements for consistency with corporate strategic plans and ensured value benefits derived were appropriate to cost.
- Applied knowledge of Federal contracting regulations and corporate policy and procedures to determine the appropriate types of contracts and administration methods.
- Provided contract administration for major construction, civil engineering and environmental remediation design contracts.
- Responsible for short- and long-term planning and management of the contract's division including budget planning and tracking, resources development, staff supervision, performance and staff development and training.
- Directed and supervised the overall progression of all work assigned to subordinates, evaluated subordinates, provided disciplinary action, and/or resolution of grievances.

HARRIS-STOWE UNIVERSITY

St. Louis, MO

Adjunct Professor (full and part time)

June 1990 to December 2004

- Served as adjunct professor for the School of Business and Management.

UNITED STATES AIR FORCE

Contracting Officer

January 1981 to May 1990

- Served as Warranted Contracting Officer with unlimited authority to obligate millions of dollars in support of assigned mission.
- Directed and supervised the overall progression of work assigned to subordinates, which included planning, negotiation, award, administration, and closeout of various types of contractual vehicles.
- Reviewed major procurements for consistency with Departmental strategic plans and ensured value benefits derived were appropriate for cost.
- Evaluated subordinates, provided disciplinary action and resolved grievances.

EDUCATION

UNIVERSITY OF MARYLAND, College Park, MD

PhD current candidate

Major: Operations Management/Management Science

Ellis Wilson-Henri
Resume

SAINT LOUIS UNIVERSITY SCHOOL OF LAW, St. Louis, MO
Major: Law

WEBSTER UNIVERSITY, St. Louis, MO
Master of Art in Business Management

UNIVERSITY OF MARYLAND, College Park, MD
Bachelor of Science in Business Management

PUBLICATIONS

Henry, E. (2002), "How to Manage Public Housing Construction Contracting Program" Independent Publishing, Inc.

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CANDIDATE **KEITH L. PETTIGREW**
Washington, DC

SUMMARY

20 years of successful experience providing fiscal, strategic and operations leadership in government agencies.

Dynamic, results oriented leader with strong track record of performance in turnaround and high-paced organizations. Utilize keen analysis and insights and team approach to drive organizational improvements and implementation of best practices. Superior interpersonal skills, capable of resolving multiple and complex (i.e., operational, strategic, financial, legal, collective bargaining and human resources) issues and motivating staff to peak performance. Excellent customer service and political skills.

Additional areas of expertise include:

- Strategy, Vision & Mission
- Organizational & Professional Development
- Cost Management, Budgeting
- Government Regulations and Relations
- Policy and Procedures Development
- Contract Negotiations & Strategic Planning
- Program and Performance Development
- Community Outreach and Resident Relations

PROFESSIONAL EXPERIENCE

ALEXANDRIA REDEVELOPMENT HOUSING AUTHORITY

Chief Executive Officer

November 2017 to present

Responsible for a diverse housing portfolio of 1150 housing units, comprised of traditional public housing, modernization rehabilitation, mixed-income tax-credits units and market rate, as well as 1941 housing choice vouchers (tenant and project-based). Agency recently designated High Performing for its HCVP Program. The position includes the supervision of eighty-one (81) employees, fiscal control and oversight of a \$45 million-dollar operating budget. Also, serves as Chief Executive Office of the Virginia Housing Development VHD, LLC, which is the development entity of the agency.

- Developed strategy to reposition the agency's entire portfolio from Section 9 public housing to Section 8 HCVP funding via Section 18, RAD and Section 22 applications.
- Recently negotiated and self-developed the Ramsey Homes, a \$32-million-dollar project, which will increase the affordable housing units from fifteen (15) public housing units to fifty-two (52) mixed-income tax credit units.
- Initiated a Comprehensive Assessment of the Agency's Portfolio which will lead to a new Strategic Housing Plan for the next decade beginning in 2020, as well as the City of Alexandria.
- Conducted a comprehensive Organizational and Operational Assessment of the Agency.
- Developed and implemented a reorganization of the agency which improved operational efficiency throughout the agency which resulted in increased revenues and reduced expenses, established clear lines of accountability, the updating of critical policies and procedures, and established critical community partnerships to improve service to its residents

DISTRICT OF COLUMBIA HOUSING AUTHORITY

Senior Advisor

May 2014 to November 2017

Conducted agency-wide operational assessments and restructured several departments, conducted a reduction-in force, served as Chief Negotiator for the newly ratified Collective Bargaining Agreement governing the Fraternal Order of Police, led the implementation of a new HRIS system and electronic time and attendance system, oversaw the automation of critical operational functions, managed the audit of entire agency employees, led the revision and/or creation of the



critical agency documents (i.e., the Personnel Policy Manual, Standard Operating Procedures, etc.). Additionally, created and implemented a new Performance Evaluation Programs, negotiated recent wage increase for all agency staff and conducted several investigations regarding discrimination and hostile work environment claims.

HOUSING AUTHORITY OF NEW ORLEANS

Deputy General Manager for Operations

November 2009 to April 2014

Managed the day-to-day activities of the agency under an Administrative Receivership. Represented the Administrative Receiver at events and key external stakeholder meetings.

Notable Accomplishments

- Moving the Agency from the HUD “troubled list” to Standard Performer in less than three (3) years.
- Reorganized and transformed the HCVP from a perennial poor performer to a standard performer in less than three (3) years, including the issuance of 4,000 vouchers in six months.
- Reorganized and implemented the Asset Management model of operation for the Asset Management department formerly known and Public Housing.
- Oversaw the upgrade of the Client Services department which includes, but is not limited to, a new Master Partnership Agreement with numerous stakeholders throughout the New Orleans region, a newly implemented Section 3 Plan, and a Human Capital Plan.
- Oversaw the transformation of the HANO Security department to the newly created HANO Police department with arrest powers, etc.
- Worked directly with Finance Director to develop and monitor budgets for each program totaling nearly \$300 million annually.
- Worked closely with the Real Estate Planning and Development Department to ensure the advancement of redevelopment projects and initiatives including the coordination of the relocation of more than 1,000 resident families, development of management agreements and regulatory and operating agreements with developers and property managers, and providing administrative assistance with implementation of HUD’s extensive administrative process to acquire project-based vouchers for mixed finance developments in which the vouchers were included in the overall financing of the project.
- Led the development of the Emergency Preparedness Team and led the Response Team during Hurricane Isaac.
- Oversaw the implementation of the JD Edwards Enterprise One financial management system and the public housing and HCVP modules in the Elite system. Identified key business rules to be designed in each system to ensure accurate information and reports were captured and designed to ensure efficiency in operations and management decision making.

COMMUNITY DEVELOPMENT AGENCIES AND HOUSING AUTHORITIES

Independent Contractor

November 2008 to May 2018

Conducted operational needs assessments and provided technical assistance to state and local recipients of federal community development funding, particularly, CDBG, HOME and ESG under HUD’s One CPD program. I served as a sub-contractor on behalf of the National Association for Latino Community Asset Builders (NALCAB). The cities serviced were the following: the City of Gary (IN), East Chicago (IN), Amarillo (TX), Honolulu (HI), Harrisburg, PA, Cincinnati, OH, and Pinal County, AZ.

DISTRICT OF COLUMBIA SCHOOLS DIVISION OF TRANSPORTATION

Chief Operating Officer

July 2003 to September 2009

Served under the direction of federal court-appointed Transportation Administrator. Developed and managed the daily terminal bus operations and operational support (i.e., safety and training unit, routing and scheduling, fleet, information technology, and facilities) for the DOT. Transformed the Agency from the “worst” in the nation to one of the “best”. Responsibilities included the following: the safe, efficient and timely pickup and delivery of approximately 4,000 special needs students; overall operations of four (4) bus terminals and central office, of approximately 1450 employees, including terminal managers, dispatchers, fleet staff, human resources, routing and scheduling, and safety and training.

Responsible for managing a bus fleet of 650 vehicles. Oversaw a budget of \$92 million. Also, responsible for all Human Resources functions such as hiring, organizational development and strategic planning, all labor and employee relations matters (i.e., disciplinary actions, grievances, arbitrations, and negotiations).

Notable Accomplishments

- Established and maintained a compliant and high-performing school bus transit system at 95% efficiency
- Created Personnel Division (Standard Operating Procedures, position descriptions, performance standards)
- Developed and implemented new Route Bidding Process
- Developed New Terminal Operations Model
- Reduced Overtime by 20%; Reduced absenteeism by 25%
- Turnaround performance was highlighted in the September 2008 edition of School Bus Fleet Magazine

DISTRICT OF COLUMBIA HOUSING AUTHORITY

Deputy Director, Human Resources

January 2000 to August 2003

As a member of the court-appointed Receivership Team recreated the HR department and brought it in compliance with government regulations. Managed the day-to-day operations.

Notable Accomplishments

- Oversaw the cleanup and stabilization of the HR office under Court-appointed Receivership
- Negotiated the initial collective bargaining agreement for newly established Fraternal Order of Police bargaining unit and renewal of the American Federation of Government Employees and responsible for all labor relations activity and third-party proceedings.
- Led the implementation of the HRIS (ADP) system

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY, Washington, DC

Juris Doctor

Master of Arts in Sociology

Bachelor of Arts in Sociology

HONORS & AWARDS

Recipient, The Martin Luther King, Jr. Medal for Outstanding Service in Human Rights (highest student honor conferred by the University).

AFFILIATIONS/ACTIVITIES

Member of the Virginia Housing Development Agency's Northern Virginia Advisory Council

Board Member of the Braddock Implementation Advisory Group

Kappa Alpha Psi Fraternity Inc.

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Plant City, FL 33565
813-986-4441

CANDIDATE THOMAS J. DELOYE
El Paso, TX

SUMMARY

Ramps quickly to challenging leadership and project roles as self-starter and from scratch, collaborates to set vision, intelligent strategies and implement business plan priorities to achieve results. Uses strong business acumen with thorough understanding of financial/business analysis to accomplish large-scale projects, market growth, enterprise value and sustainable operations with superior results. As an energetic and versatile leader, manager and team member, leverages expertise, relationship and execution strength with the focus to exceed expectations, goals & objectives with superior results. Key skills include:

- Strategic Planning
- Execution/Prioritization
- Communications/Presentation
- Stakeholder Collaboration
- Partnering/Solutions
- Staff Development/Results
- Project Management/Goals
- Financial Analysis/Feasibility
- Relationship/Team Orientation
- Process/System Improvement
- Design/Construction
- Cost Efficiency
- Budgeting/Scheduling
- Contract Negotiation
- Acquisition/Disposition

CAREER HIGHLIGHTS

- **Lead portfolio-wide conversion through Rental Assistance Demonstration (RAD).** Converted over 5,000 public housing units through gut-rehab and new construction. Garden-style and high-rise communities totaling over 1,100 units in construction with completion 2021. Lead development, design, construction and relocation 27 person staff and consultant teams to maximize portfolio.
- **Lead Low-Income Housing Tax Credits (LIHTC).** Awarded tax credits annually for new construction of over 600 resident units, \$150M total budgets. Completion of iconic \$55M 17-Story, historic adaptive re-use project with transfer of assistance to 120-apartments in 2/20 and occupancy of commercial to follow. Co-developing 2019 9% LIHTC \$30M 110-unit community. Submitted three 2020 9% LIHTC applications to City; well positioned competitively for support resolution and award.
- **Secured significant Community Development Block Grants (CDBG) and leases.** Won anchor 10-year lease with City for Center For Civic Empowerment funded by \$1.5M CDBG. Awarded \$675K CDBG for public improvements in RAD community. Successfully leased over 38K RSF commercial.

PROFESSIONAL EXPERIENCE

THE HOUSING AUTHORITY OF THE CITY OF EL PASO

El Paso, TX

Chief RAD Officer

December 2016 to present

Oversee portfolio-wide public housing conversion through Rental Assistance Demonstration (RAD) program.

- Responsible for and directs all development activities and operations including LIHTC, RAD and other programs as well as acquisitions, dispositions and joint ventures.
- Oversees the strategic planning, design, build/reconstruction, financial and relocation/logistics of the properties for the RAD public/private partnerships.
- Responsible for self-development and third-party co-developed projects. Lead 27-person development, design, construction and relocation/logistics staff for on-time and on-budget requirements.
- Coordinate procurement of services including developer, brokerage, consulting, and construction/design project management. Recommend contract awards to optimize outcomes, reduce risks, and costs.



- Prepare and present contract modifications, staff recommendations to gain approvals from as well as present RAD updates to Board. Inform agency leadership, partners and stakeholders of progress, issues and drive solutions for best project execution.
- Cultivate strong relationships and interface with HUD, TDHCA, City and Co-Developers.
- Maintain resident relationships. Achieve high customer satisfaction with no complaints to management.
- Prioritize budget, schedule, innovative design, sustainable quality and seamless unit delivery.
- Responsible for close coordination with other business areas to set strategy, coordinate communications, implement improvements and support execution of agency work.
- Writing 5-Year strategic plan for post-RAD growth.

METROSTUDY

Chicago, IL

Director of Business Development

November 2015 to December 2016

Provided proprietary data subscription, consulting and market intelligence services to national builders.

- Expanded client accounts, grew subscription and consulting engagements revenues in Chicago, Minneapolis and Indianapolis markets. Exceeded customer objectives and sales quota.

CAPITAL COMMERCIAL INVESTMENTS, INC.

Austin, TX

Project Manager

June 2013 to August 2014

Directed master planned office and industrial projects. Performed acquisition, planning, entitlements, design, budgeting, bid, permitting and construction for build-to-suit and speculative projects.

- Led development team to plan, design and budget two, 350,000 square foot, \$50M office and flex properties. Focused on pre-construction design, costs and schedule and value-engineering to objectives.
- Identified municipal clients & sites for innovative public-private partnership development program. Led initiative to source JV partnerships, negotiate subsidies, and incentives.

TECHNOLOGY MANAGEMENT, INC.

Rolling Meadows, IL

Vice President – Sales and Business Development

May 2009 to August 2012

Managed sales, marketing and business development opportunities from traditional data center design services to sourcing ground-up data center developments.

- Sourced flagship ground-up \$36M data center and initial tenants. Generated \$1.5M in design, construction management, property management and leasing fees. Increased fee revenue 15%.
- Led sales, marketing and business development expansion to cross-sell facility design services and development platforms.

THE PRIME GROUP, INC.

Chicago, IL

Senior Vice President—Development

April 2004 to August 2008

January 2005 to August 2008

Oversaw multi-family \$36M 212-unit condominium property conversion.

- Led and directed 21-person staff for sales, construction and operations. Designed condo and clubhouse renovations, expanded marina and amenities. Achieved sales fast start with \$2.7M closed in 90-days.
- Eliminated construction delays with increased A/E team coordination of duties, accountability and achieved customer satisfaction. Led weekly OAC construction meetings to improve project execution.
- Pro-actively addressed scope of work, cost, schedule & operations issues. Accountable to sales, construction & operating budgets. Approved contracts, change orders and contractor payment applications.
- Streamlined customer purchase experience. Improved selections process to eliminate mistakes, supplier delays and improve customer satisfaction. Increased up-sell margins & revenues by \$250K.

Vice President-Development & General Manager

April 2004 to December 2004

Responsible for hotel/condo site acquisition and launch of Prime Residential Group, SA.

- Secured site options in gateway cities for Elysian hotel/condo including NYC, LA, SF, Boston and DC.
- Launched residential development company in Panama; prepared business plan, recruited team, hired consultants, set vision, priorities, timelines and acquired zoned tracts. Raised \$5M equity in 90 days.

THE SHAW COMPANY

Oak Brook, IL

Senior Vice President—Development

September 1988 to March 2004

Oversaw corporate and client key mixed-use and master planned developments.

- Led team to deliver project vision to win unanimous approvals to and completed \$70M development.
- Pioneered and co-managed \$100M client assets disposition solution. Solicited offering to investors, users & brokers to close \$30M in 33 months.

INTERNATIONAL BUSINESS MACHINES CORP.

Chicago, IL

Marketing Representative

January 1984 to December 1987

Sold IBM products and services to large national accounts.

- Expanded client account product penetration and revenues. Exceeded sales quota and customer objectives and sales quota annually.

EDUCATION

NORTHWESTERN UNIVERSITY, Evanston, IL

Master of Management in Finance/Real Estate, 1988

UNIVERSITY OF WISCONSIN-MADISON, Madison, WI

Bachelor of Science in Zoology, 1983

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CANDIDATE **WILLIAM L. BIGGS**
Hendersonville, TN

SUMMARY

Dynamic and results-oriented leader with a track record of performance. Using interpersonal skills, legal analysis, analytical ability, and a team approach to organizational improvements, has been able to resolve complex issues – human capital, financial, and operational to motivate staff to achieve optimal organizational performance.

PROFESSIONAL EXPERIENCE

METROPOLITAN DEVELOPMENT AND HOUSING AGENCY

Nashville, TN

June 2014 to present

July 2015 to present

Director of Affordable Housing

Serve as a member of the Senior Executive staff as a direct report to the Executive Director. The Affordable Housing Division is the Agency's largest business unit. Lead a staff of ten direct reports, and a Division of 200 full-time employees which comprises two-thirds of Agency employees. Responsible for all aspects of selecting, training, evaluating, and professional development of Division staff. Conduct disciplinary conferences and investigations into staff allegations of misconduct or failure to perform duties, write findings of fact, and determine the appropriate personnel action for any violation of the Agency personnel policy.

Manage an annual departmental budget in excess of \$50M dollars. Oversee the operation, maintenance, and management of a very diverse housing portfolio which included: 20 traditional former public housing properties (5,469 units, 603 include mixed income financing with Low-Income Housing tax credits (LIHTC), and 15 HOME assisted units) – newly converted under the Rental Assistance Demonstration (RAD) program – Project Based Section Eight.

Recent construction/development activity includes: Barrett Manor – 70 unit midrise constructed using PIH Replacement Housing Factor Funds – completed August 2017 (RAD converted); Kirkpatrick Park – 94 units of mixed income (subsidized, work-force, market rate), financed with a HUD insured 221(D)(4) loan – completion August 2019 (currently 100% leased); Boscobel I – 94 units of mixed income, LIHTC, Community Investment Tax Credit (CITC), and State Housing Finance Trust Funds (THDA) – estimated completion Jan 2020, Boscobel II – 102 units (midrise and townhouses), financed with LIHTC, CITC, and THDA Housing Trust Funds, estimated completion Apr 2020; Boscobel III – 101 units midrise and townhouses financed with LIHTC, CITC, and THDA Trust Funds, ground breaking August 20, 2019, estimated completion Jan 2021; Curb Victory Hall – 39 unit midrise intended to serve US Military veterans experiencing homelessness, financed with Innovative 9% LIHTC, Music Executive \$500k donation, Local Developer \$500k donation, constructed on land leased from Veteran support organization. No Housing Authority equity invested in the development – estimated completion March 2021; The Agency was a standard performer when I accepted the role to lead the Affordable Housing team, and in FY 2016 the Agency was able to achieve a high performer designation with a PHAS score of 93. The high performer designation will remain in perpetuity as we converted all existing public housing unit using RAD.

In my first full year as Division Director, developed both a mission and vision for the Affordable Housing Division. The first area ripe for improvement was our financial performance. Our Public Housing Division didn't operate with business principles of cost accountability. Challenged site staff to control expenses, implemented monthly budget variance calls, and modified the Division's credit card policy and decreased the overall number of cards. The result was a \$2.2M decrease in operating and maintenance expense for FYE 09/30/2016 and an \$8.6M net operating income. This dramatic improvement in financial performance allowed the organization to retire the \$4.7M energy performance contract debt, and



still exceed the projected NOI of \$3.5M for the year. Also implemented other cost saving strategies: such as creating a groundskeeper position to keep our skilled maintenance mechanics from spending as much time picking up trash on the campus. Also challenged maintenance team to reduce the number of repeat calls for service, and to reduce unit turn times. Manage the ROSS social services and family self-sufficiency programs, reset the Affordable Housing Division's performance evaluation period to align with the Agency's fiscal year so all staff are evaluated for the same period. In first quarter of fiscal year 2018, we will procure a new performance evaluation system to automate the performance evaluation for the Division's 200 employees – this will result in significant savings of money and staff resources by eliminating paper evaluations. In the first quarter of 2017, we stopped leasing maintenance uniforms, and purchased uniforms through a local vendor with an annual allowance for replacement – this change resulted in a cost savings of \$30,000 – \$40,000 annually. In FY 2016, we were awarded both a \$500,000 Choice Neighborhood planning grant, and a \$2.6M JobsPlus grant. Our team is responsible for implementation and compliance with these grants, and I maintain an outstanding relationship with our Local HUD PIH and FPM Field Office staff. The most innovative change during this first year was the partnership formed with Sanderling Renal Services. Initial discussions began as a wish over lunch and developed into a dialysis clinic in a non-residential building at one of our traditional public housing sites. The dialysis clinic will serve residents in need of dialysis services, and the memorandum of understanding also provides that the dialysis clinic will serve as a resident training program. With traditional classroom training and six months of clinical experience, the clinic manager can certify the training program participants eligible to test to become nationally qualified as a Certified Clinical Hemodialysis Technician (CCHT).

Our Agency's RAD portfolio award is the third largest portfolio conversion in the nation. Led the Agency and the Affordable Housing Division through the most significant organizational change in its almost 80-year history: conversion from traditional public housing to HUD's project based Section eight through the RAD program. The transition will impact the entire Agency because it will require changes to all major systems (finance/accounting, housing program rules, Information Technology system changes, affordable housing software, etc.), but also because it will require a changed mindset. Leading the organizational culture shift away from the old MDHA housing paradigm to conventional property management. Property management staff are being equipped to make budget-based management decisions, to be more conscious of property operational expenses, and to focus on operating each property as an individually managed business with the property manager responsible for the annual cash flow. Next year once we are fully funded through RAD, I expect revenue from management fees and operational efficiencies to annually exceed \$7M - \$8M in unrestricted cash revenue to the Agency.

Summary of Accomplishments:

- Since 2016, implemented cost controls that annually improved performance of property operations resulting in annual increase in net operating income averaging \$6.3M.
- Completed portfolio RAD conversion without a consultant from July 2016 – April 2019.
- Established the “MDHA University” to assist leasing and maintenance staff achieve the training necessary to provide exceptional customer service.
- Established a LIHTC and Project Based Section Eight compliance team.
- Established a REAC “tiger team” to remedy deficiencies noted during mock REAC inspections conducted annually;
- Demolished 164 units of former Public Housing using authority granted during the RAD financing plan approval process.
- Successfully marketing and leasing mixed-income communities with subsidized, workforce, and market-rate units;
- Part of the development team that as of Feb 2020 has \$250M of construction in progress and \$80M planned to break ground in calendar year 2020.
- Part of team that successfully obtained 9% low income housing tax credit allocations for five consecutive years (2015 – 2019 – additional 9% innovative award 2018); and currently seeking HUD approval to recapture 50 Fair Cloth Amendment unit to bring new subsidized units to our community.
- Developed Memorandum of Understanding to partner with local police precincts to directly fund walking patrols and non-enforcement community engagement police interactions. From June 2017 – Jan 2020 resulted in 40% decrease in crime at our largest housing community and zero homicides in two years.
- Investment of \$7.02M for installation of over 1,950 cameras to equip all properties with electronic surveillance equipment.

General Counsel

June 2014 to July 2015

Served as a senior advisor to the Executive Director in all matters affecting the Agency. Represented or supervised the representation of the Agency in all legal matters and was responsible for all legal and litigation services. Assessed programs to prevent or minimize liability and risk to the Agency. Coordinated and managed the activities of outside Counsel. Coordinated legislative affairs for the Agency. Instituted operational changes to standardize processes within the legal division to ensure due process rights of all residents are protected. Reviewed program contracts for content and legality, prepared and approved board resolutions, and prepared legal instruments for recordation. Interpreted laws, regulations, Court decisions, and prepared advisory opinions for the Executive Director. Responded weekly to Public Housing and Housing Choice Voucher Management and staff inquiries related to policy, procedures, or interpretation of program guidelines. Reviewed all requests for records pursuant to Tennessee's Open Records laws. Served as legal consultant to all administrative departments of the Agency, and coordinated activities to detect and deter waste, fraud, corruption, abuse of power and other illegal activities within the agency. Filed approximately 100 detainer warrants for possession monthly in General Sessions Court. Negotiated settlement or substituted Counsel for all private pending cases prior to my selection as General Counsel. Drafted and filed motions, issued subpoenas, drafted and reviewed briefs and discovery documents, and advocated the Agency position at trial in Circuit, Bankruptcy, and conducted direct and cross examination of witnesses. Increased legal division revenue over \$60,000 per year, and substantially reduced organizational expense for contract legal services.

BIGGS LAW FIRM

Nashville, TN

Principal Attorney

November 2007 to present

Principal Attorney at boutique law firm specializing in the representation and advising clients of their rights and duties in the following areas: labor and employment, personal injury, administrative law, wills and estates, and federal labor union negotiations. Routinely prepare briefs, pleadings, interrogatories, depositions, witness preparation for trial, negotiate settlement agreements, and client advocacy in state tribunals. Admitted to practice in all State Courts in Tennessee and the U.S. District Court of Tennessee Middle District.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Nashville, TN

Project Manager

May 2004 to June 2014

Served as Funding Coordinator for the Nashville Multifamily Program Center. Reviewed and approved all contract renewal requests for a staff of 12 Project Managers and was responsible for ensuring in excess of \$8 Million dollars per month in section 8 funds were properly disbursed to approximately 300 owners of section 8 communities. Personally managed a portfolio of approximately 65 privately owned project based section 8 communities. Reviewed the annual audited financial statements from each property to determine if any Section 8 funds were misappropriated, conducted annual management and occupancy reviews for compliance with HUD Section 8 program guidelines, annually selected to serve as a member of the annual compliance team to assess the activities of the performance based contract administrator, and completed funding reports on a monthly and quarterly basis. Using knowledge of Code of Federal Regulations, HUD handbooks, commercial real estate management practices, and mortgage loan servicing rules, I was responsible for assuring the physical integrity and financial viability of HUD insured, subsidized, and un-subsidized loans in my portfolio. Assessed overall risk of claim each property presented to minimize risk of loss via claims against the HUD insurance fund.

EDUCATION

NASHVILLE SCHOOL OF LAW, Nashville, TN

Doctor of Jurisprudence

(class standing 38/131, top 30%)

Tennessee State Supreme Court; Admitted to practice

TENNESSEE STATE UNIVERSITY, Nashville, TN

Master of Science in Agricultural Sciences

Bachelor of Science in Biology

TRAINING/LICENSES

Rutgers University, Center for Government Services, Public Housing Executive Director's Education Program, 09/15 – 09/2016

Leadership Nashville, Class of 2016

National Center for Housing Management, Certified Public Housing Management – 02/2015

National Development Council – Low Income Housing Tax Credit (LIHTC) – 05/2014

National Center for Housing Management, Certified Blended Occupancy Specialist – 11/2013 (S-8/LIHTC/Home)

Quadel, Certified Section 8 Occupancy Specialist – 2010, 2004

Admission U.S. District Court Tennessee Middle District – 10/2009

HUD Financial Assessment Sub System Training – 2009, 2004

THDA, Low Income Housing Tax Credit Compliance Training – 6/2008

Tennessee Law License – 10/2007

Young Leaders Council – class 39

HUD Asset Management Risk Management Training (St. Louis, MO) – 2006

HUD Contract Funding Training (Washington, DC) - 2005