

COLLEEN LIANG

530 Water Street, Oakland, CA

(510) 627-1198, cliang@portoakland.com

PROFESSIONAL SUMMARY

- **Project Management** – Ability to manage, coordinate, and complete complex projects with continuous changes to the project description and goals, demanding schedules, budget constraints, and to work with interdepartmental staff and challenging regulatory and community stakeholders.
 - **Environmental Planning** – Prepare and review environmental analysis for projects related to a capital improvement program, maintenance and operation, and tenant/private properties, apply for permits with regulatory agencies, and conduct public workshops to share information and listen to public concerns.
 - **Environmental Compliance** – Manage and prepare environmental documents for compliance programs, coordinate hazardous materials surveys, and inspect sites for compliance with local, state, and federal environmental regulations.
 - **Development Permits** – Assist with development permit process, prepare and conduct public hearings for design standard variances, permit approvals, and project appeals.
 - **Transportation/Land Use Planning** – Review land use consistency, provide support in transportation and land use studies, review General Plan updates from surrounding cities to determine impacts to Port operations.
 - **Environmental Initiatives** – Provide support on the pathway to zero emissions and assessment of impacts from sea level rise and groundwater intrusion.
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WORK HISTORY

Port of Oakland, Oakland, CA

2000-present

Director of Environmental Programs and Planning (2023-present)

In addition to the duties described in the “Port Environmental Supervisor” position below, my duties under the Director of Environmental Programs and Planning include:

Manage and restructure, as appropriate, the department reporting/program structure, including hiring staff to meet the need of strategic planning and grant seeking opportunities.

Strategize and develop Zero Emission Program. Determine updates needed for Seaport Air Quality 2020 and Beyond Plan and the goals of the associated technical working group. Review capital improvement projects or potential projects to incorporate zero emission initiatives.

Engage with the community stakeholders.

- Represent and share information of the Port operations to the AB 617 East Oakland Steering Committee.

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- Present grant application updates and environmental initiatives to the West Oakland Sustainable Port Collaborative committee
- Collaborate with community on support on grant applications.

Support grant funding opportunities including coordinating with multiple stakeholders, providing data, and submitting the application.

Enforce the Port Environmental Ordinance and environmental exhibit. Respond to stakeholder questions and concerns on compliance.

Oversee completion of the transportation/land use planning studies such as the Transportation Circulation Study and Seaport Land Use Study. Update the Master Fee Schedule and the Land Use and Development Code. Initiate study on the impacts from sea level rise and groundwater intrusion impacts on Port property as well as the surrounding communities.

Present environmental sensitive matters, project updates, and environmental initiatives to the Board of Port Commissioners.

Respond to media inquiries, in consultation with Communications, and provide interviews to media outlets related to environmental matters or specific environmental projects.

Port Environmental Supervisor (2017-2023)

In addition to the duties described in the “Port Associate Environmental Scientist” position below, my position in the Port Environmental Supervisor role include:

Manage the administrative operations of the division.

- Manage division budget including forecasting costs associated with future projects every fiscal year, and prioritize projects based on the financial state of the Port (including during the COVID-19 pandemic).
- Develop new procedures on managing and tracking the division consulting contracts to for efficiency and improvement.
- Manage the Request for Proposal process for retaining consultants (preparing RFP, reviewing and selecting consultants, contracting with the Port Attorney’s Office, and Board approval).
- Implement online permitting database to organize and track development permits.
- Prepare and manage the process flowchart on responsibilities between the City of Oakland, East Bay Municipal Utility District, and the Port.

Supervise personnel and provide oversight on the team’s work program.

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- Collaborate and motivate staff. Provide a positive teamwork environment. This includes setting up team building events.
- Resolve conflicts on personnel matters and assist staff where conflict exists between other staff members or where projects are not moving forward.
- Lead the environmental staff recruitment process that includes developing application and interview questions, interview eligible candidates, and recommending candidates to the positions.
- Balance staff workload, assist in prioritizing workload of the staff, and assign new projects to staff.

Lead complex development projects and new programs.

- Manage the environmental planning process for the Oakland International Airport Terminal Modernization and Development Project. This includes leading the California Environmental Quality Act assessment and preparing the National Environmental Policy Act process in conjunction with the Federal Aviation Administration.
- Apply for certification under the Airport Council International Airport Carbon Accreditation program. This includes establishing a baseline, preparing a carbon policy statement, setting a non-binding performance goal to reduce carbon emissions, and drafting a carbon management plan.
- Participate in the Green Marine program. This involves establishing a baseline and reducing the impacts to environmental resources such as air quality, stormwater management, and community relations.
- Manage the soil reuse process for the Airport Perimeter Dike Improvement Project – Phase 1: Flood Improvements. This includes negotiating with the Water Board on reuse of soil, reviewing over a dozen soil source site data and determining eligibility, and submitting the determination to the regulatory agency for review and approval for reuse.
- Oversee the Per/Polyfluoroalkyl Substances soil and groundwater investigation at the airport including consultant selection, board presentation, insurance and legal coordination, sampling location selection, and data/reporting reviews.

Port Associate Environmental Scientist (2011-2017)

Provide environmental planning and compliance support to revenue divisions. Perform, conduct, and review environmental studies, assessments, and documents for projects assigned. Manage and coordinate projects with multiple stakeholders and clients to ensure successful project delivery and outcome.

- Perform and review environmental documents related to the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). Studies include Notice of

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Exemptions, Notice of Determinations, Initial Study/Mitigated Negative Declarations, Environmental Impact Reports, Categorical Exclusions and Environmental Assessments.

- Prepare and coordinate environmental supporting documentation such as traffic/transportation impact analysis, greenhouse gas emissions analysis, cultural resources report, wetland delineation, storm water pollution prevention plans, hazardous materials surveys, and wildlife and habitat assessment reports.
- Review engineering project specifications and manuals to ensure environmental requirements and best management practices are included in contract documents.
- Prepare and submit permit applications to required regulatory agencies for impacting jurisdictional wetlands and other waters of the U.S. or land disturbances greater than 1 acre from necessary project improvements.
- Investigate and remediate contaminated sites for development projects, regulatory requirements, or as negotiated in a lease agreement.
- Assist in processing development permits such as conducting public hearings, approving permits, and posting notice of decisions on a website.
- Manage complex projects with time sensitive schedules and budget constraints that include working with multiple regulatory agencies and stakeholders.
- Conduct innovative workshops and training to employees on storm water compliance and environmental awareness of endangered species and sensitive habitat in work areas.

Port Assistant Environmental Scientist (2002-2011)

Assist with environmental planning and compliance support to revenue divisions. Prepare CEQA and NEPA documentation.

- Complete greenhouse gas emission inventories.
- Conduct inspections at industrial and construction sites to ensure compliance with environmental regulations.
- Draft Notice of Exemptions and Notice of Exclusions. Filed Notice of Exemptions at the County Clerks Office.
- Managed surveys and removal of hazardous materials and waste.
- Monitored wastewater discharge permits and coordinated sampling of sanitary sewer waste.

Port Junior Environmental Scientist (2000-2002)

Assist with storm water compliance related to industrial and construction activities. Coordinate shoreline cleanups.

- Inspect industrial and construction sites to ensure compliance with storm water regulations.
- Apply for coverage or termination under the State's Water Resources Control Board Industrial and Construction Storm Water Program.

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- Organized shoreline cleanups that included public outreach, team coordination, lunch preparation, and prize solicitation for giveaways to the cleanup participants.
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EDUCATION

Bachelor of Science, Applied Ecology, University of California, Irvine, CA

RELEVANT TRAINING

- Asbestos Operations & Maintenance and Supervisor Training
- 2 hour lead based paint awareness
- 24-hr Hazardous Waste Operations and Emergency Response
- Oakland International Airport Noise 101 Workshop

Timothy T Leong

Work experience

April 2017-Present **Port of Oakland**, Oakland, CA

Senior Maritime Projects Administrator

- Develop and draft Port state and federal grant funding applications for zero-emissions projects and related electrical infrastructure projects to improve resiliency
- Support, analyze, and implement Port grant funding efforts for maritime-related projects
- Negotiate and administer Port Maritime leases
- Oversee Port team on tenant redevelopment projects for logistics/warehousing
- Lead Port team for utility infrastructure projects, including new substation construction, layberthing military vessels, and electric vehicle charging stations
- Lead Port team to modernize Port wharf fendering and bollard systems
- Negotiate and execute rail industry track agreements to support refrigerated cargo development
- Represent Port Maritime interests working with external stakeholders on developing charging infrastructure to meet future Port zero-emission technology goals

October 2007-April 2017

Port of Oakland, Oakland, CA

Port Associate Environmental Scientist

- Analyze regional and statewide sustainable freight policies impacting the Seaport
- Represent Port interests working with partnering agencies (Alameda County Transportation Commission, Metropolitan Transportation Commission, California Air Resources Board, Bay Area Air Quality Management District) on sustainable freight policies and initiatives
- Partner with new and existing Port terminal operators, trucking tenants, and industry partners to obtain grants and implement sustainable freight and zero-emission demonstration projects; Coordinate with technology providers and Port Engineering staff to develop required infrastructure for implementation
- Oversee Maritime Air Quality Improvement Plan initiatives
- Support implementation of maritime-related projects, including the Port Shore Power Program, Maritime Air Quality Improvement Program, and Comprehensive Truck Management Program
- Develop, analyze, and manage Port emission reduction projects
- Review and analyze Port-related air quality documents, including health risk assessments, emissions inventories, and emissions reduction project proposals
- Manage Port air quality regulatory permits for Port-maintained

stationary and mobile sources

- Plan and coordinate required Port fleet upgrades for vehicles and equipment
- Implement the Port Municipal Storm Water Ordinance and Construction General Permits
- Oversee Port's hazardous materials storage plans and train staff as needed
- Review and develop CEQA clearance documents for Port projects
- Obtain development permits from regulatory agencies (Army Corps of Engineers, San Francisco Bay Conservation & Development Commission, and San Francisco Bay Regional Water Quality Control Board) for new Port projects and ongoing maintenance activities

January 2000-October 2007 **Port of Oakland**, Oakland, CA

Port Assistant Environmental Scientist

- Conduct tenant inspections for compliance with storm water, hazardous materials, and tank spill response regulations
- Support aviation and maritime-related projects for environmental permitting and planning
- Oversee Port hazardous materials abatement projects
- Oversee Port underground tank removal projects
- Oversee Port tank monitoring and fueling system upgrade projects
- Present environmental project updates on Port air quality mitigation projects to West Oakland community stakeholders
- Participate in community-lead collaborative efforts to reduce emissions at the Port
- Manage consultants on Port projects

June 1995-January 2000 **Crocker Nuclear Laboratory**, University of California, Davis, CA

Staff Post-Graduate Researcher

- Supervise air monitoring analysis laboratory and staff
- Supervise teams for field equipment maintenance for Interagency Monitoring of Protected Visual Environments (IMPROVE) national ambient air monitoring network
- Support development of new technologies for air monitoring analysis
- Support special air monitoring studies requested by the US National Park Service, US Forest and Wildlife Service, and US Department of Agriculture

June 1993-June 1995 **Crocker Nuclear Laboratory**, University of California, Davis, CA

Under-Graduate Researcher

- Conduct air monitoring laboratory analysis for IMPROVE national ambient air monitoring network
- Conduct field equipment maintenance for IMPROVE national ambient air monitoring network
- Conduct speciation analysis on air monitoring samples via Proton Induced X-ray Emission (PIXE) and X-Ray Fluorescence (XRF)

Education

University of California, Davis
Bachelor of Science in Environmental and Resources Sciences, 1995

**Professional
memberships**

Air and Waste Management Association

**Certifications and
relevant training**

Advanced Communication Design: Professional Writing Skills
AHERA Asbestos Inspector and Management Planning
AHERA Asbestos Contractor and Supervisor
Franklin Covey: Seven Habits of Highly Effective People
Hazardous Waste Operations
Knowledge Transfer and Process Improvement
Negotiating Effective Environmental Agreements
Port of Oakland Leadership Academy (Inaugural Class)
Port Project Management

References

Available upon request

TRACY FIDELL, P.E.

EDUCATION

- 1995 B.S. Mechanical Engineering, *University of California at Santa Barbara*
Graduated with honors, Tau Beta Pi
- 1999 M.S. Industrial Engineering, *University of California at Berkeley*
Emphasis in logistics and freight transportation

PROFESSIONAL REGISTRATION

- 2002 California Civil Engineer, License #63230

RECENT EXPERIENCE & RESPONSIBILITIES

Air Quality

- Managing the Port of Oakland's Zero Emissions Program to transition from diesel to electric (battery or fuel cell), including microgrids for on-site generation and resiliency
- Permitting & regulatory compliance, including tracking new regulations, educating Port staff and tenants, and meeting reporting requirements
- Air quality analyses in support of grant applications, grant compliance, and CEQA
- Managing grant reporting requirements
- Air quality studies related to truck charging and alternative fuels
- Review of air quality sections of CEQA documents
- Conduct stakeholder engagement, run meetings, solicit & incorporate feedback, generate responses
- Track progress towards air quality goals, for example emissions inventories and monthly shore power usage

Port Planning

- Capacity and throughput analyses
- Land Use Studies, including impact analyses & modeling (truck trips, modal splits, revenue, jobs, emissions)
- Conceptual layouts for expansion or contraction, plus phasing plans
- Fleet sizing for cranes and other terminal operating equipment

Low Carbon Fuel Standard

- Initiated Port of Oakland LCFS Program
- Prepare quarterly and annual reports
- Register charging equipment
- Conduct sale auctions, including contracting with buyers

WORK EXPERIENCE

- Jan 2019 to present Port Associate Environmental Planner/Scientist, *Port of Oakland*
Air quality, planning, compliance, shore power, Low Carbon Fuel Standard
- April 2015 to Dec 2018 Senior Port Planner, *WSP USA, Inc. (previously Parsons Brinckerhoff)*
Port planning, land use and landside access studies, emissions estimates
- Oct 2003 to April 2015 Civil Engineer, *Moffatt & Nichol Engineers*
Port planning, port-related air quality work, shipping simulations, dredging

Feb 2000 to Oct 2002	Civil Engineer, <i>Liftech Consultants</i> Project management, construction management
Sept 1997 to Oct 1999	Transportation Analyst, <i>JWD (now AECOM)</i> Port planning, simulation

PUBLICATION

Fidell, Tracy. 2007. Developing an Integrated Model to Quantify Port Emissions. *On Course PIANC Magazine* 127: 17-24.

Thanh C. Vuong

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EDUCATION **Bachelor of Science, Civil Engineering**
University of California, Davis, CA

LICENSES **California Civil Engineer:** C64694
 California Storm Water Developer: 00407
 CAL OES Disaster Service Worker: 76628

EXPERIENCE **Port of Oakland (4 years), Port Principal Engineer** for Maritime & Commercial Real Estate Project Design and Delivery Department (since 2019)

Roles and Responsibilities: develop and manage the department budget, manage department spending, recruit new engineers, succession planning, develop and implement department goals, train employees, develop and deliver Capital Improvement Program, Expense Program, maintain infrastructure, develop Engineering standards and procedures, support tenant improvement projects and tenant lease renewals, support Aviation Projects as needed, manage technical and administrative staff and consultants, ensure berths are dredged annually. My role is also to be a subject matter expert that advises the Maritime Division, Senior Management, Legal, Finance, and other departments regarding the project delivery process, estimated costs, risks and new initiatives such as zero emissions.

Port of Oakland (6 years), Port Supervising Engineer for Maritime & Commercial Real Estate Project Design and Delivery Department (October 2013 to August 2019)

Roles and Responsibilities: develop and deliver Capital Improvement Program, Expense program, maintain infrastructure, develop Engineering standards and procedures, support tenant improvement projects and tenant lease renewals, support Aviation Projects as needed, manage technical and administrative staff and consultants, ensure berth depths are dredged annually. My role is also to be a subject matter expert that advises the Principal Engineer, Maritime Division, Senior Management, Legal, Finance, and other departments regarding the project delivery process, estimated costs, risks and new initiatives such as zero emissions.

City of Fairfield (7 years), Associate Engineer in Engineering Department

Roles and Responsibilities: develop and deliver Capital Improvement Program, support Maintenance projects, support City's Redevelopment Projects, support new business development, manage technical and administrative staff and consultants

Caltrans (7 years), Transportation Engineer in Roadway Design Department, Preliminary Investigations, Structures Construction, Design Branch 2, Office of Earthquake and Special Designs, Structures Hydraulics Department

Roles and Responsibilities: construction inspection, plan and specifications review and development, bridge design, bridge inspection, surveying, cost estimating, bridge mounted sign design, retaining wall design, overhead sign structure design, geotechnical review, pavement design, scour investigation, bridge health rating, and advance planning.

EMPLOYMENT	August 2019 to present	Principal Engineer, Port of Oakland
	October 2013 to August 2019	Supervising Engineer, Port of Oakland
	September 2007 to October 2013	Associate Engineer, City of Fairfield
	August 2005 to September 2007	Associate Engineer, Port of Oakland
	December 1998 to August 2005	Transportation Engineer, Caltrans

REFERENCES Personal and Professional available upon request

NOTABLE
AWARDS 2010 Solano Transportation Authority Transportation Awards for: Agency of the Year, Project Delivery, Safety Project, and Project of the Year

TABLE 1. (Project Diversity)

Index	Project description	Project Variety Note	What I gained by working and/or volunteering for the project	Cost Est	Agency
1	STE Yard Truck Chargers	Electrification	Charging technology, electrical engineering design, transformer integration, demand calculations, single-line diagram review	\$8 million	Port of Oakland
2	Davis-Culbertson Substation Power Factor Correction	Power factor system (largest in North America)	Substation design, electrical design and coordination, electrical efficiency innovation	\$8 million	Port of Oakland
3	On-dock Rail concept	Innovation and rail design	Rail technologies, yard efficiencies	\$150k	Port of Oakland
4	Seaport Electrification	Grant application	Electrification technologies, initiatives, and best practices, grant writing, electrical master planning	over \$200 million, if awarded the grants	Port of Oakland
5	Airport Gate Water Sampling	Regulatory Compliance	Drinking water standards, manifest tracking, sampling techniques	\$100k	Port of Oakland
6	7th Street Grade Separation East and West	Bridge and roadway structures	Outside agency coordination, bridge technologies, resource planning	\$200 million	Port of Oakland
7	Sanitary Sewer Rehabilitation Program	Regulatory compliance	Sewer standards, rehabilitation best practices, master planning, tracking and reporting	\$60 million	Port of Oakland
8	Airport Runway Paving	Aviation standards	Airside operations, FAA standards, coordination, resource planning	\$5 million	Port of Oakland
9	CenterPoint transload facility	brownfield construction, transload operations	Tilt-up construction practices, building layout design, transloading operations, lease negotiations, investment strategies	\$90 million	Port of Oakland
10	CoolPort Refrigerated Facility	Mechanical systems, vertical construction	Lease negotiations, building design, mechanical and electrical systems, calculating return on investment, yard operations	\$65 million	Port of Oakland
11	B32 Backlands Redevelopment	Large-scale land development	Tenant operations, pavement design, tenant coordination, yard layout and design	\$25 million	Port of Oakland
12	Bollard and Fender Rehabilitation	Specialty marine structures	Marine structural design, regulatory compliance for working in Bay waters, shipping operations	\$8 million	Port of Oakland
13	4000 ft OHT Railyard	Contaminated soils	Railyard construction experience, design build experience, TIGER Grant experience, best practices for working in a site with contaminated soils	\$80 million	Port of Oakland
14	Capital Improvement and Expense Projects various	Mixed bag of sensitivity and diversity: paving, wharf improvements, sanitary sewer replacement, deck rehabilitation, building improvements, rail construction, tenant developments.	I gained experience in working with the all Departments of the Port in delivering projects, especially Legal.	\$100 mil plus	Port of Oakland
15	Former Oakland Army Base Intermodal project	Highly sensitive due to funding and phasing.	I gained experience with developing a rail yard and working with the City of Oakland on grant administration.	\$80 million	Port of Oakland
16	Former Oakland Army Base Common Infrastructure	common infrastructure improvements, site remediation/clearing, grading, building demolition/preservation, new roadways, joint trench utility	City operations, City Coordination, negotiations, planning, utility best practices	\$200 million	Port of Oakland
17	Chevron Gas Station closure	Highly sensitive due to oil contamination.	I volunteered for this project and gained experience with working on a clean-up site, and all the regulatory agencies needed to perform a clean-up.	\$200k	City of Fairfield

18	McGary Road Class 3 Bike Path Rehab	Highly sensitive due to road closure due to a death. Highly technical due to the hillside sliding down. Highly challenging due to a mixture of funding used.	I gained experience with massive earth excavation and stabilization techniques. I also gained experience in working with ARRA and private funds.	\$3 million	City of Fairfield
19	Recoating all above ground potable water tanks	Highly sensitive due to potential health hazard risk.	I volunteered for this project because I wanted to work with the City of Fairfield's Water Enterprise Department. I gained experience of proper procedures required by the Dept of Health and also the entire system of how water was received, sanitized and delivered to residents.	\$10 million	City of Fairfield
20	Replacement of 24" water line on Claybank Road	Contentious due to impacts with resident access to their homes. High profile because part of the line was not owned by the City. Lots of negotiations needed.	I gained utility construction experience and also experience with the business side in working out the agreement with the Solano Irrigation District.	\$3 million	City of Fairfield
21	North Texas Street Business Development (Lowes, AM/PM gas station, Chevron gas station)	Contentious due to purchase and sale of property and logistics of layout. Highly technical for the Lowes development due to the shear hillside.	I volunteered for this project because I wanted to work with the City's Redevelopment Agency and get experience with private development projects.	Lots of private \$\$	City of Fairfield
22	Fairfield/Vacaville Train Station Project	Highly technical due to "boat structure" and phasing, high profile, contentious due to property sales and purchases.	I asked to work on this project as a condition of accepting the position at the City of Fairfield. I was in charge of all Right of way acquisition for this project, including drafting and reviewing purchase and sales agreement with certain land owners.	\$50 million	City of Fairfield
23	Reconstruct North Texas Street Interchange over Interstate 80	Highly technical due to limited freeway closures allowed and phasing, high profile, contentious due to business impacts, multidisciplinary, and a utility nightmare.	I asked to work on this project as a condition of accepting the position at the City of Fairfield. This was an attractive project, high profile, and challenging. I wanted the experience of delivering a major interchange project.	\$22 million	City of Fairfield
24	Cattle fencing installation at Rockville Hills Park	Low tech, low cost, highly contentious due to bikers and naturalists wanting less confinement.	I volunteered with this project to get experience with working with the Naturalists and environmental conservation groups.	\$22k	City of Fairfield
25	Lee Bell Park Playground Structure Replacement	Low tech, relatively low cost, highly contentious due to homeless population.	I volunteered for this project to get experience with multi-agency purchases and an opportunity to work with Parks and Police Departments. I also wanted to get experience with working with the community.	\$450k	City of Fairfield
26	Local Agency Scour Evaluation	Highly technical due to limited science. Highly challenging due to remote access.	I asked for this as a condition of my employment at Caltrans. I gained experience in performing bridge scour susceptibility evaluation and calculating watersheds and determining long term hydrology effects.	n/a	Caltrans
27	Richmond-San Rafael Bridge Seismic Retrofit	Highly technical due to its old age, it's a non-redundant structure, and the work was performed over water.	I volunteered to work as an assistant structures representative to gain experience in underwater foundation repair.	\$500 million	Caltrans
28	Barstow Truck Inspection Facility	Environmentally sensitive due to endangered species (desert green tortoise and an endangered fox). I was responsible for all light pole and overhead sign bridge structures.	I wanted to work on a large infrastructure facility. The experience working with Environmental Department for mitigation was a bonus.	\$450 mil overall, approx. 10 million in sign structures	Caltrans

AMY THARPE

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510.627.1302

EXPERIENCE

April '13- pres. **PORT OF OAKLAND**

Director, Social Responsibility

- Manage a team that ensures that the Port's business activities deliver maximum local community and economic benefit through partnerships with local residents, community-based organizations and businesses, academia, elected and appointed officials, Port clients and labor representatives.
- Manage all stakeholder engagement for the Port's three business lines: Maritime, Aviation and Commercial Real Estate.
- Manage the Port's local hire program and led the renegotiation of the Port's acclaimed project labor agreement which has increased the hiring of local, disadvantaged workers.
- Deliver local, minority and small business participation on Port projects, including success in leading the Oakland International Airport's revamped concessionaire local business program, netting an Oakland centric program with over 30% local business participation.
- Manage the Port's Title VI program which prohibits discrimination and promotes equal access to Port programs, policies and projects.
- Manage the Port's Community Outreach, Summer Internship Program, Community Grants Program, and Corporate Giving and Volunteerism.
- Negotiated a nationally recognized community benefits agreement for the Port's former Oakland Army Base redevelopment
- Developed and managed the Port's stakeholder engagement for the 2020 and Beyond Air Quality Plan.

November '04-
March '13

SAN FRANCISCO MAYOR'S OFFICE OF HOUSING (MOH)

Director, Policy and Planning

- Directed MOH's housing policy development and planning, including managing key policy development initiatives, advising on legislative proposals, designing and implementing programs, and establishing policy positions.
- Managed San Francisco's HOPE SF Initiative, a public transformation initiative to convert 8 public housing sites into thriving mixed-income communities.
- Built and cultivated key strategic relationships with regional and/or local housing nonprofits, funders, governmental and private sector leaders to inform program development, policy formulation and program design.
- Worked with federal, state, and local stakeholders on key housing policy initiatives that promote the housing, community and economic development needs of San Franciscans.

February '03-
July '04

OFFICE OF DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT GOVERNMENT OF THE DISTRICT OF COLUMBIA

Project Manager

- Managed the initial development of the District of Columbia's Comprehensive Housing Strategy, including managing the Advisory Committee.
- Managed the District's affordable housing, real estate and economic development projects, including those that provide financial investment tools that support community, economic and small business development, including the New Market Tax Credits.

March '00-
July '02

FANNIE MAE FOUNDATION

Director, Knowledge Initiative/KnowledgePlex.org

- Managed the daily operations of the Foundation's KnowledgePlex.org, the affordable housing industries' portal website and promoted its use to policymaker and practitioner constituencies.
- Managed the Foundation's Knowledge Initiative Advisory Committee (KIAC), an external advisory group of leaders in the affordable housing field who advised the Foundation on its efforts to provide knowledge and information to the housing field.
- Managed relationships with key policymakers who advocated for affordable housing development.

Director, Executive Office

- Managed all critical projects for the President and CEO and senior management and served as principal Foundation liaison to Fannie Mae's Office of the Chairman and major Foundation stakeholders.

February '97-
February '00

NEIGHBORHOOD HOUSING SERVICES OF AMERICA (NHS)

AHP Manager/Secondary Market Resource Development Specialist

- Marketed NHS's secondary market services to commercial banks and private investors.
- Managed NHS's relationships with Federal Home Loan Bank member banks and community-based organizations which specialize in low-income mortgage lending.
- Acquired NHS investment capital that facilitated over \$17 million in new business activity. · Delivered resource development consulting and technical assistance to NHS's network of community/economic development non-profit organizations.

October '95-
January '97

OFFICE OF CONGRESSMAN FLOYD H. FLAKE (D-NY)

Senior Legislative Assistant

- Managed the Congressman's Banking Committee housing /community development legislation development and served as the liaison to various housing development projects in the 6th Congressional District (Queens).
- Drafted press releases, floor speeches, legislation and committee statements on housing and community development, and banking issues and served as staff for the Capital Markets, Securities and Government Sponsored Enterprises and Small Business Committee legislative hearings.

PROFESSIONAL/CIVIC AFFILIATIONS

- Oakland Advisory Council Member, San Francisco Bay Area Planning and Urban Research (SPUR)
- Board Member and Board Advancement Co-Chair, Oakland Zoo
- Past Board Member, Tenderloin Neighborhood Development Corporation (Chair: Committee on Directors)
- Board Member Emeritas, YMCA of the East Bay (Executive Committee member)
- Emerge California, 2010 graduate
- Habitat for Humanity Greater San Francisco, Past Board Member
- Black Elected Officials of East Bay, Community Leadership Award
- Powerful Women of the East Bay Honoree
- Johns Hopkins Carey Business School, Leadership Development Program Graduate
- Cinnamongirl, Incorporated, Mentor
- Jack and Jill of America, Oakland Bay Area Chapter Programs & Community Service Chair

EDUCATION

HARVARD UNIVERSITY

Masters in Public Policy, 1995 graduate

UNIVERSITY OF CALIFORNIA, BERKELEY

Bachelor of Arts, Political Economy, 1992

Honors: California Honors Society, Education Abroad Fellow University of Madrid, Spain