

Appendix C

Washington County

Staff Resumes

Molly C. Rogers

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PROFESSIONAL EXPERIENCE

7/29/22 – Present: City of Portland Housing Bureau, *Interim Director*

1/22/19 – 7/28/22: City of Portland Housing Bureau, *Deputy Director*

- Executive leader of the Portland Housing Bureau (PHB), a \$300M annual budget and 80+ FTE organization, whose mission is to solve the unmet housing needs for underserved Portlanders. Lead the planning for and implementation of PHB's key strategic priorities—voter-approved Portland's Housing Bond (\$258M), Portland's share of the first regional voter-approved Metro Housing Bond (\$211M), and the integration of Supportive Housing (\$100M annually for County). Within four years of my tenure, PHB fully committed the Portland Housing Bond in 15 projects or 1,859 units (goal was 1,300), allocated Metro Bonds in 20 projects or 1,541 units (1475 was goal), and added 1,390 Supportive Housing units to pipeline, leveraging Federal, State and local sources.
- Represent the PHB to the public, elected officials, other bureaus, jurisdictions, committees, community groups, and organizations. Negotiate Intergovernmental Agreements with local and regional government entities, including Prosper Portland, the Joint Office of Homeless Services, and Metro for housing bond and services integration.
- Responsible for the timely processing of grant and loan applications, contract and Intergovernmental Agreement executions, and compliance with statutory and regulatory requirements, as well as HUD guidelines for the housing production and neighborhood preservation arms of the agency, from goal setting, resource mobilization, and Consolidated Plan alignment through implementation. Funding sources include CDBG, HOME, HOME ARP, APRA, Construction Excise Tax, Short Term Rental Fees, General Obligation Bonds, and Tax Increment Financing.
- Supervise the Production, Preservation, Policy and Planning, Communications, Supportive Housing, and Homeownership Teams (9 direct reports, 36 indirect); establish team objectives and work planning; set personal development targets for staff, including coaching, training, and performance management. Ensure coordination and integration of PHB's policies, production and programs.

5/3/11 – 1/16/19: Home Forward (Housing Authority of Portland), *Director of Asset Management and Housing Policy*

- Responsible for the high-level, strategic direction of Oregon's largest affordable housing portfolio of over 6,500+ units within 100+ properties of Affordable Housing, Public Housing, Low Income Housing Tax Credits, Section 8, and commercial assets, valued at \$900M in 2019.
- Directed and approved \$75M in annual operating budgets from over 100 affordable housing, public housing and commercial properties, which supported 250 FTEs, \$10M in economic opportunity for construction companies, and over 10,000 residents. Made strategic recommendations on acquisitions, dispositions, capital planning, cash flow, resident services, debt financing, property management, financial reporting and analysis, and all other issues related to long-term viability and sustainability. Ensured compliance with all applicable Federal, State and local laws, regulations and policies.
- Co-led Public Housing Preservation initiative, converting 2,400 public housing apartments to Section 8 RAD platform and recapitalizing its physical condition using multiple Limited Partnerships and LIHTCs, bringing in millions in additional Federal, State and local resources. Advanced housing policies across departments while serving as the Home Forward representative on various state, regional and local policy committees and legislative initiatives. Housing Alliance co-lead of HB 2002 advancing preservation resources and policies through the Oregon legislature.
- As a manager of 7 direct reports, Increased portfolio annual cash flow from \$2.5M to 9M and secured millions in competitive local and state preservation resources.

2/21/06 – 5/2/11: Housing Development Center, Portland, OR, Asset Management Director

- Designed and launched the award-winning Asset Management and Portfolio Preservation (AMPP) 18-month curriculum, from which dozens of Oregon and Washington nonprofits graduated and significantly improved their regulated affordable housing portfolios to better meet mission and financial goals.
- Awarded HUD technical assistance contract from Community Development and Planning; became HOME certified to conduct HOME and HUD technical assistance and trainings for affordable housing developers and owners. Consulted with and provided technical assistance to dozens of housing clients in the western region of the U.S., including Washington, Idaho, Colorado and Oregon, to restructure or rehabilitate non-performing properties, improve systems, train staff and boards, and augment capacity in asset management. Captured millions in grants for non-profit and clients to preserve 25 properties and three portfolios, including King County and the State of Washington.
- Led the Streamlining Compliance in Oregon Initiative, presented on a national panel between USDA RD, HUD and the IRS, and garnered federal recognition from HUD. Negotiated a multi-party agreement between State of Oregon, the Oregon Participating Jurisdictions and lenders to share inspection, tenant and financial reports to reduce the administrative burden and resident impact of multiple funders monitoring projects.
- As part of the Executive team, managed a team of four, an operating budget of \$500,000, and over 30 contracts, ensuring grants management for each one.

1/20/03 – 4/21/06: City of Portland Bureau of Housing and Community Development, Program Manager and Analyst

- Managed the implementation of a regional Homeless Management Information System (HMIS), a web-based client tracking system for agencies located across four Participating Jurisdictions and 50 service agencies. Administered a housing first program, facilitated an oversight body of service and housing providers, and implemented a guarantee fund.
- Negotiated common evaluation and outcome measures across four jurisdictions and determined program efficacy and best practices through performance measures for homeless programs.
- Wrote major portions of the City's 10-year Plan to End Homelessness, the McKinney Continuum of Care, and other federal applications that brought millions in grants to local non-profit organizations. Analyzed data for funding allocations, program outcomes and program improvements for homeless programs in Portland.

9/01 – 9/02 City of New York Department of Homeless Services, New York, NY
Rental Assistance Program Manager

9/00 – 9/01 Alliance for Community Enhancement, New York, NY
First Executive Director of nonprofit subsidiary of Columbia University

EDUCATION

1999-2001 Columbia University School of International and Public Affairs (SIPA), NY
Master of Public Administration, Concentration in Community Development and Advanced Quantitative Techniques, May 2001

1993-1996 Macalester College, St. Paul, MN
Bachelor of Arts in Anthropology and Sociology, May 1996

1992-1993 Santa Clara University, CA

AWARDS/CERTIFICATES

2015	Portland Business Journal's 40 Under Forty Honorable Mention
2010	HOME certified trainer from HUD
2009	NeighborWorks approved consultant
2009	Certified Housing Asset Manager (CHAM®) designation from Enterprise, LISC, and NeighborWorks
2006	Washington Mutual, Property and Asset Management Best Practices Award
2001	Recipient of 'Voice of Conscience' Award from Columbia University SIPA
2000	Selected as an Emerging Leader from the National Congress for Community Economic Development
1997	University of St. Thomas, Mini MBA Certificate for Non-Profit Management
1996	Macalester College, Jane Addams Award and Outstanding Senior Award for Applied Sociology

COMMUNITY ACTIVITIES (2005-2023)

- Chair of PHB's Housing Investment Committee
- Commissioner, Portland Housing Advisory Committee
- President, New Columbia Homeowners Association
- President, Housing Development Center Board of Directors
- Co-Chair, Oregon Housing Alliance Preservation Workgroup
- Member, Oregon Housing Authority Association
- Member, PHB's Mandatory Relocation Assistance Committee
- President, Center Commons Homeowners Association
- Board Member, Association of Oregon Community Development Corporations
- State Policy Council Member, Oregon Opportunity Network
- Advisory Committee Member, Willamette-Columbia United Way

JILL T. CHEN
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Portland, OR 97210, USA
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jilltchen@gmail.com

Experienced strategist and implementor with 25+ years of success in governments, non-profits and for-profits, executing complex programs through public-private-philanthropic partnerships. Established manager with proven track record of change management, collaboration, and implementation. Leader in affordable housing and homelessness, place-making property redevelopment, financial inclusion, and economic development. Deep understanding and relationships with government institutions/ bureaus, housing and homeless advocates, affordable housing owners, funders and investors, resident/supportive service providers, and community stakeholders.

HOUSING AUTHORITY OF WASHINGTON COUNTY / DEPT. OF HOUSING SERVICES
Assistant Director, Housing Services

Hillsboro, OR
2024-Current

Provide strategic leadership and manage the teams responsible for real estate development and asset management, provision of federal and local rental assistance, and housing policy and planning. Overall, the teams consist over 60 staff.

Oversee daily operations of the housing team with planning, budgeting, implementation, and coordination within the agency and across its partners including federal, state, regional and local agencies. Provide integration across the housing and homeless spectrum with innovative solutions, developing new partnerships and leveraging new sources of funding.

PORTLAND HOUSING BUREAU (PHB)
Housing Investment & Portfolio Preservation (HIPP) Manager

Portland, OR
2018-2024

Currently member of PHB leadership team, developing Portland's Housing Production Strategy in conjunction with other bureaus using City resources and levers to optimize housing development across the income spectrum in-line with the City's priorities, strategies and policies.

Manage the City's investments in multifamily, affordable housing production for rental and home ownership, including goals under the ***\$258 million Portland Housing Bonds, on track to exceed targets by 43%***, and the City's \$211 million allocation under the ***Metro Housing Bonds, on track to deliver all commitments with over \$50 million remaining***, as well as Federal CDBG and HOME and local TIF and CET. Work closely with elected officials, oversight committees, housing developers/owners and service providers to expand affordable housing and services.

- **Management & Leadership:** Enabled a doubling of affordable housing production with minor increase in staffing by rebuilding team, streamlining processes and documentation, removing obstacles, developing partnerships and effectuating reasoned decision-making. Managing pipeline of 40+ projects in predevelopment, construction and lease-up using over \$400 million in PHB funds covering 4000+ new affordable units including 900+ PSH units, costs totaling over \$1.5 billion.
- **Relationships:** Partner across city, county, Metro, state and federal agencies/bureaus for policy and funding alignment. Collaborate with Joint Office of Homeless Services and Home Forward in the planning, development and lease-up of newly created PSH by removing barriers and aligning

processes. Develop opportunities for innovative solutions and partnerships with developers, OHCS, HUD, Metro, other agencies and commercial lenders and investors.

- **Communications:** Represent PHB in public forums and community meetings with housing stakeholders, government officials and partner agencies. Shape and lead the dialogue on key issues affecting affordable housing such as private activity bonds, low-income housing tax credits, preservation, indirect incentives, and code/policies affecting housing development. Present to PHB and Metro oversight and advisory committees, Housing Oregon, Oregon Housing Alliance, Preservation Working Group and Central City TIF Exploration Group. Ensure timely and effective communications of programmatic information, new opportunities, new policies, and guidelines.
- **Initiatives & Innovation:** Identify new strategies, government levers and funding opportunities to address housing crisis and develop pilot initiatives. Lead on initiatives related to ARPA, acquisitions and real estate development, and housing production. Structured \$60 million facility with Portland Clean Energy Fund and expanding its use into rehabilitation. Initiated and leveraging Congressional Directed Spending earmarks for affordable housing. Negotiating increased Metro PSH funds and Multnomah County general funds for last gap solutions. Review and advise proposed legislative and code changes affecting housing development and homelessness.
- **Diversity, Equity & Inclusion:** Developed requirements for projects' equity narratives for all solicitations to focus on developer's equity practices, outreach to communities of color, role of culturally specific development partners, provision of culturally appropriate services, and equity in contracting targets. Update and pilot financing products to meet needs of smaller, culturally specific developers. Raised the PHB's Equity in Contracting (DMWESB) targets to 30% for construction and established soft costs target of 20%.

PORTLAND HOUSING BUREAU (PHB)
Housing Portfolio Finance Coordinator

Portland, OR
2016-8

Manage key programs and projects for PHB in the development and rehabilitation of affordable, multifamily rental and home ownership projects. Managed the Risk Management Pool which mitigated unforeseen affordable housing owners' risks associated with PSH. Coordinated PHB funding solicitations for the 2017 Fast Starts and 2018 PSH solicitation. Collaborate and work with other agencies and partners in the development of multi-jurisdictional projects such as the SW Corridor Equitable Housing Strategy. Team representative in PHB's Equity Council and development of PHB Racial Equity Roadmap.

Representative Projects: First Portland Housing Bond transaction, the Ellington, a \$47 million acquisition which converted to an integrated PSH project; financed the Louisa Flowers, the largest high-rise affordable housing project consisting of 240-unit in the Convention Center; financed Kilpatrick/Kenton, a 30-unit condo, for-sale to previously displaced low-income residents under Portland's N/NE Preference Policy.

PORTLAND DEVELOPMENT COMMISSION (CURRENTLY PROSPER PORTLAND)
Lending & Investment Manager

Portland, OR
2014-6

Provided overall direction for PDC's loan and investment programs and led newly created underwriting team. Developed strategies that leverage the City's resources as "gap" financier. Developed new products and consolidated different programs for financing real estate development projects and business expansion opportunities with a focus on quantifying public benefits while upholding PDC sustainability. Responsible

for relationship development, due diligence, and asset management. Partnered with other City bureaus, federal agencies, and commercial and philanthropic funders. Key projects included:

- ***Small Businesses/Start-Ups***: expanded and leveraged use of EDA Federal funds to focus on un-bankable, start-ups and growing small businesses, mitigated risks through tailored program.
- ***Mini Micro Loans***: in collaboration with MESO and technical assistance providers developed a credit-builder loan program of \$100-\$2500 for low-income entrepreneurs.
- ***Lents Revitalization***: led PDC financial support that optimized public benefits and leveraged public and private resources, grants, tax credits and transit-oriented funds for four transformative redevelopments in low-income neighborhood.
- ***Neighborhood Prosperity Initiative Opportunity Fund***: structured property acquisition of Sugar Shack, a strip club, by three non-profits that demonstrated proof-of-concept and led to the creation of a community-led, property acquisition financing with structured milestones.

Represented PDC in conferences, seminars, and meetings. Selected to join PDC's Equity Council and Operations Steering Committee and participated in the City's Cooperative Leadership Institute.

GRAMEEN FOUNDATION USA
Senior Program Advisor, Capital Markets & China
Director, Capital Markets

Washington, DC
2007-13

Leveraged Grameen resources in social enterprises to scale impact and advance charitable mission. Mentor and train regional teams for business development, project selection, due diligence, negotiations, risk mitigation and portfolio monitoring. Lead restructurings and workouts on longstanding legacy investments.

As Director, led investment strategy and managed team of eight plus a dozen staff/volunteers across US, Asia, Sub Saharan Africa, and Latin America. Proven track record with:

- ***Growth Guarantees***: Expanded guarantees to \$35 million with unique USAID "umbrella". Each dollar guarantee leveraged over 3x in loans, totaling over \$250 million in funding over program life.
- ***Fairtrade Access Fund***: Initiated debt fund for Fair Trade certified coops and smallholder farmers with technical assistance through mobile apps. Built internal and external interest to pursue fund.
- ***Pioneer Fund***: Oversaw launch of \$7 million proprietary capital for convertibles, debt and equity for early-stage enterprises using innovation and technology to reach rural poor.
- ***China Program***: Developed strategy for China. Managed relationships with partners. Pioneered novel, forward-donation contracts to recycle grant funds. Designed curriculum and trained microfinance CEOs & CFOs in creating investible business plans.

Responsible for overall department performance including program development, fundraising, marketing and communications, impact assessment and portfolio management. Managed relationships with Board, joint venture partners, co-investors, donors, and external/internal stakeholders.

ABN AMRO BANK N.V.
Director & Group Vice President, Cross Border Structured Finance
Vice President, Project Finance

Chicago, IL
2000-2004
1998-2000

Worked with local and global sponsors, public-private partnerships, development finance institutions, government officials and investors. Partners included OPIC, EXIM and Export Credit Agencies. Arranged and raised over \$1 billion in financing which generated over \$10 million in income and fees.

- Financed infrastructure, transportation, oil extraction/refining and tourism projects in Indonesia, Jamaica, Thailand, Pakistan, Turkey, Cameroon, India, and other emerging markets.
- Managed \$500+ million portfolio of loans and agented deals; trained junior staff.
- Structured and mitigated country and credit risks for emerging market investments and trade.
- Resolved structural and legal issues, negotiated sponsors' scope, arranged 3rd party guarantees and credit support, reviewed documentation and syndicated/marketed transactions.
- Created innovative financing structures, such as the \$80 million Pakistan Trade Enhancement Facility with IFC, which was replicated and evolved into IFC's \$3+ billion Global Trade Finance Program.

Vice President, Project Finance

Hong Kong, 1997-8

Led newly created team of three that developed and expanded energy and infrastructure transactions in China including the first Build, Operate and Transfer power project. Led due diligence, credit approvals and negotiations of \$50+ million in direct loans for market-leading transactions.

**INTERNATIONAL FINANCE CORPORATION / WORLD BANK GROUP
Investment Officer**

Beijing, 1996-7
Washington, DC, 1992-6

Structured limited recourse loans and direct equity investments in East Asia. Worked in automotive, electronics, pulp/paper, food processing and building materials sectors.

- Developed projects with sponsors, reviewed proposals and marketed IFC business services.
- Led project appraisal, financial analysis, transaction structuring and term sheet negotiations.
- Coordinated engineering, legal, environmental, and social due diligence, credit and Board approvals, syndication, project documentation, and satisfactory conditions of drawdown.
- Managed sale of select listed and unlisted Korean equities to generate maximum capital gains.
- Trained two new Chinese Investment Officers in Washington, DC. Developed due diligence materials and trained four staff in Beijing. First IFC Investment Officer stationed in China.

**PEPSI COLA INTERNATIONAL / PEPSICO WORLD TRADE
Manager, Finance**

Somers, NY
1990-92

Managed Finance and Administration of structured countertrade and barter transactions. Five direct reports. Countertrade businesses in agriculture, commodities and processed foodstuff totaled over \$100 million in annual turnover from Mexico, China, India, Tanzania, and other countries.

**DELOITTE & TOUCHE, Management Consulting
Senior Consultant
Associate Consultant**

New York, NY
1989-90
1987-89

Focused on Corporate Finance and Business Strategy for airlines, general manufacturing, grocery chains and financial institutions. Worked in leveraged/management buyouts and mergers and acquisitions.

EDUCATION

UNIVERSITY OF PENNSYLVANIA, THE WHARTON SCHOOL

MBA, major in Finance and concentration in Strategic Planning

Wharton Public Policy Fellow

Philadelphia, PA

May, 1987

Summer, 1986

DUKE UNIVERSITY

BA, Honors, dual major in Political Science and Comparative Area Studies

Durham, NC

May, 1983

ADDITIONAL INFORMATION

COMMUNITY ACTIVITIES: - Executive Committee, Finance Committee Chair, Strategic Planning Committee, **Micro Enterprise Services of Oregon (MESO)** focused on empowering and financing underserved minority and female microentrepreneurs
- Advisory Board, Center for Real Estate, **Portland State University**
- Occasional Lecturer, Affordable Housing, PSU
- Former Board member, Executive Committee & Treasurer, **Lan Su Garden**, a classical Ming Chinese garden and cultural hub

OTHER: Mandarin Chinese, fluent

Adriana Morán Sifre

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SUMMARY

Polished bi-lingual Washington County Interim Asset Manager with extensive knowledge of Low Rent Public Housing Program's regulations, policies, procedures, and maintenance operations. Experience in property management, records, compliance; well informed and up to date on federal, state, and local landlord/tenant laws. The Housing Asset Manager directs, monitors and oversees the physical, fiscal and regulatory operations of Housing Services' Affordable and Public Housing assets; supervises property managers; oversees management agents and service providers; coordinates and monitors on-site inspections, files audits and housing asset development reports; compiles and assists in development of the public housing and affordable housing operating budgets; compiles, analyzes and presents data and reports; and verifies compliance with financing obligations. Dynamic, self-directed, team-player with experience leading, coordinating, collaborating, and contributing to Washington County Housing teams. Strong oral & written communication skills, and effective advocate for equity and inclusion practices in public service.

PROFESSIONAL EXPERIENCE

Interim Asset Manager

3/2024 - Present

Washington County Government, Hillsboro, OR

- Diligently monitor, coordinate, and oversee the physical, fiscal, and regulatory operations of DHS's housing assets and properties. This includes on sight inspections, negotiating leases, compiling operating budgets, and conducting audits.
- Manage and assist in the analysis of real estate assets to determine immediate, short term and long-term capital needs to preserve the assets.
- Oversee on-site property inspections to evaluate the physical condition and results of property maintenance activities; identifies and resolves deficiencies according to Department of Housing Services (DHS) and Housing and Urban Development (HUD) policy guidelines; schedules and oversees capital improvement or maintenance requirements.
- Manage the selection of external program and project personnel, including technical and financial consultants. Manage the preparation of Requests for Quotes, Requests for Proposals and procurement of consultant and financing services related to housing development. Manage and administers consultant and financing contracts.
- Assist in creating a positive and supportive work environment; enforce a safe workplace; establish a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity, and inclusion; and actively promotes an environment respectful of living and working in a multicultural society.
- Monitor, interpret and implement changes in regulatory requirements for funding programs; prepare and submit annual compliance reports, contracts, and related documentation; assess assigned properties' liability, risk and exposure and coordinates with appropriate DHS staff to determine whether properties have adequate insurance coverage.
- Apply an extensive knowledge of Landlord/Tenant Law, Fair Housing Regulations, and Real Estate Brokerage to solve complex operational problems.

- Ensure DHS staff members are trained on Landlord & Tenant Laws; manages the grievance process according to regulations; collaborates with police and neighborhoods to resolve community issues and promote good neighbor status.
- Review monthly reports and financial statements for each property; analyze performance against annual operating budget; reviews monthly reports and financial statements for compliance with bond indenture requirements, tax credit requirements and economic performance; report noncompliance when it occurs; recommend and initiate operational changes to meet performance projections.
- Manage the public housing portfolio including all staff, capital fund reporting, communication with HUD and all other related reports and duties essential to remaining in compliance with HUD regulations regarding the public housing programs.
- Represents DHS in public forums, board meetings, housing advisory committee meetings, and in court-related issues involving lease violations.

**Occupancy Specialist II, Housing Authority of Washington County
Washington County Government, Hillsboro, OR**

2/2019 – 3/2024

- Effective Administration of Federal Housing Program Policies, Procedures and Operational Practices: Experience in coordinating, and administering federal/state housing programs including Low Rent Public Housing, Specialty Housing, Transitional Housing and Family Self Sufficiency Program. Trained to conduct inspections, interviews, rent and utility calculations. Maintains rapport with Program participants, staff, landlords, vendors, neighbors, community members and other associated stakeholders.
- Operations, Asset and Case Management: Schedules and conducts annual and interim redeterminations of eligibility following established guidelines and procedures. Reviews and reconciles payment schedules, ledgers, and other financial documents. Manages program specific databases. Organized coordinator with experience evaluating & reporting, leading, and training customer service teams, supporting organizational goals.
- Bi-Lingual Washington County Government Interpersonal Skills: Supportive, inclusive, and respectful communicator with cool demeanor under pressure. High-volume call experience assisting employees and the public with continued occupancy policies, codes, and process inquiries.
- Proven experience establishing goals and objectives for providing advanced level support to residents and staff using Word, Excel, and County business platforms such as Yardi, Permits Plus, Accela & Granicus. Prepares complex documents and forms; creates edits & proofreads forms, memos & reports.

**Administrative Assistant II, Washington County HHS, Solid Waste & Recycling
Washington County Government, Hillsboro, OR**

12/2016- 2/2019

- Provided information accurate to employees & the public related to code compliance with rules, regulations & functions.
- Effectively partnered with other departments & and all levels of organization. Implemented file, index, archiving & record keeping systems.
- Processed & prepared a variety of Court documents according to established procedures or statutes.
- Received quarterly payments from all haulers in Washington County.

- Examined & resolved errors following agency procedure on reports, forms, payments, and other material.
- Managed complaints received by the public, referring them to the appropriate staff if needed.

Head Cashier/ Customer Service Team Lead

Lowe's, Hillsboro, OR

5/2013- 11/2016

- Management of store customer service desk, staff coordination & scheduling.
- Independent responsibility for execution of store opening and closing procedures.
- Training & mentoring- Customer Service Associates
- Supervised team of 10 front end staff.

EDUCATION

B.A. Mayor in Arts with a in Minor Criminal Justice (Criminal Investigation) - June 2003

Interamerican University of Puerto Rico, Guayama

CERTIFICATES

Public Housing Manager – Dec 2022

COMMITTEES

Project Champions Team – 2022 to present. *The purpose of the Project Champion Team (PCT) is to advise and support mobilization of equity work within the Department of Housing Services, which is tasked by Washington County to:*

- *Partner with the Office of Equity on best practices*
- *Innovate and test models that could be scaled out to other County departments.*

LESLIE L. BARKER JOHNSTONE

Tel. (503)789-7477, Email: Pinkie7@Gmail.com

SKILLS

Computer/Software

Microsoft Suite
Paycom
UKG Ready
Yardi
AMSI
One Site
AppFolio
Builder Trend
SiteLink

Marketing

Internet Advertising (ILS)
Content Creation
Branding
Leasing
Resident Retention
Resident Communications
Market Surveys
Sign Design

Financial

Budgeting/Forecasting
Vendor Setup
Financial Reporting
Capital Improvement Planning
Ledger Audits

Operations

Adaptable
Adheres to Policy
Recruiting/Hiring
Staff Training
Employee Evaluations
Team Building
Motivation of Staff
Swift Problem Resolution
Client Communications
Excellent Written and Oral Communications
Requests For Proposal
Clear Expectations
Maintenance Management
Conflict Resolution
Crisis Management
Bidding Process/Scope
Creation of Policies

Multifamily Properties

Conventional Housing
HOA
Affordable Housing:

- LIHTC
- HOME
- Rural Development
- HUD
- Section 8 Voucher

Commercial Rentals
Landlord-Tenant Law (Oregon primarily)
Property Inspections
New Property Setup
Capital Improvement Oversight

EDUCATION

UNIVERSITY OF PORTLAND

Bachelor of Science

Secondary Education with Language Arts endorsement

WORK EXPERIENCE

HT INVESTMENT PROPERTIES/CREATIONS NW, 2/2023-11/2023

Portfolio Manager

- Supervise the operations of 10 rental properties, 2 storage facilities, and 2 commercial buildings in Oregon for private developer/builder/owner
- Create and implement policies for growing company
- Cover vacant Human Resources and Marketing positions until filled

PRINCETON PROPERTY MANAGEMENT, 2005-2023

Portfolio Manager, Shareholder

- Supervise the operations, marketing, financial performance, maintenance, and staffing of up to 22 rental properties covering Portland/Vancouver, Willamette Valley, Coastal region, Central and Eastern Oregon
- Prepare and present annual supplemental training classes for all employees
- Reposition troubled properties within 12-18 months to remove them from lender watch lists while increasing market value by \$1-\$3 million dollars for sale or refinance/funding of capital improvements

GUARDIAN MANAGEMENT, 1999-2005

Community Manager, Transition Specialist, Compliance Director, Trainer, Portfolio Manager

- Community Manager of 288-unit apartment/extended stay hotel community. with staff of 19 while Increasing net operating income by \$66,000 per month and maintaining overall occupancy average of 96%
- Performed Transition Specialist duties including on-boarding of new communities and staff from Salem, OR to Bellingham, WA
- Supervise affordable housing compliance staff of four, working in LIHTC, RD, HUD, HOME, and BOND housing programs while performing as corporate trainer for all new hires (including coordination of legal forms and policies) and implementing new software roll-out of Yardi software to all communities in five states
- Portfolio Manager over various affordable housing properties throughout Central and Eastern Oregon owned by private, institutional, and non-profit clients

CTL MANAGEMENT, 1993-1999

Leasing Agent, Assistant Manager, Community Manager

- Begin as Leasing Agent, and with exemplary performance, move through the ranks to Community Manager
- Practice kaizen-style methods of operations
- Train directly with Robert Randall, Sr.

LAKE OSWEGO SCHOOL DISTRICT, 1992-1993

Junior High Language Arts and Electives Teacher

- Taught three periods of 7th grade Language Arts and elective courses for 7th and 8th grade in Leadership and Journalism
- Participated in the Oregon Writing Project

Andrew Crampton

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EDUCATION

Master of Real Estate Development

Portland, OR

Portland State University School of Business; June 2018

Project Management Certificate

Portland, OR

Portland State University; February 2012

Bachelor of Science: Planning, Public Policy, and Management

Eugene, OR

- Minor in Business

University of Oregon; June 2010

EXPERIENCE

Development Manager, Housing Authority of Washington County

Hillsboro, OR

Housing Authority of Washington County

December 2022- Present

- Promoted in December 2022 to serve as lead on the development team of the Housing Authority of Washington County and the Washington County Department of Housing Services.
- Managing the Authority development division on acquisition, redevelopment, renovation, and pursuit of ground-up new construction opportunities.
- In addition, the Washington County Department of Housing Services is the funding entity for \$113 million in regional Housing Bonds, and we have partnered by funding 11 projects consisting of over 875 homes, served as lead for the pass-through funding of four projects.

Development Coordinator

Hillsboro, OR

July 2020- December 2022

- Project Manager completing acquisition and conversion of 54-unit former Aloha Inn into PSH
- Project Coordinator assisting with acquisition of former Econo Lodge and conversion to shelter
- Received HOME award for 120-unit development in partnership with a community college, I provided financial pro forma, feasibility analysis and funding application for the award
- Supported four projects receiving Metro Affordable Bond funding, including writing funding application, negotiating terms of funding, and supporting project closing
- Provided due diligence feasibility analysis on new development opportunities for the Authority

Development Services Planner

Hillsboro, OR

City of Hillsboro Planning Department

January 2013- Present

- Reviewed development projects and managed land use entitlement process
- Assisted with City Housing Policy, including implementation of regional Housing Bond
- Interfaced with public, developers, community groups, and partner agencies
- Presented at public hearings and community meetings

Project Analyst

Salem, OR

Oregon Judicial Department

August 2010- December 2012

- Provided project coordination for Oregon eCourt technology project
- Lead informational presentations and developed coaching plans for court staff
- Communicated project progress and status reports to senior level managers and court staff

Community Outreach Intern

City of Eugene Public Works Department

Eugene, OR

May - August 2010

- Assisted with SmartTrips community outreach program

Laura Cole Jackson

503-384-8588 lauracolejackson@gmail.com

linkedin.com/in/laura-cole-jackson

Engaged and informed advocate for sustainable development in the built environment. I bring a wide variety of experience from construction and project management, business operations, and real estate finance, to graphic design, Architecture, and client relations.

EDUCATION

Master's of Science in Real Estate, Portland State University

Graduate Certificate in Real Estate Investment & Finance, Portland State University

Master's of Architecture, University of Oregon

Bachelor's of Fine Arts Memphis College of Art

Selected Employment History

Executive Director (June 2019 - Current)

RenovatePDX (501c-3), Oregon

- Assist low and moderate income homeowners with issues of habitability, life-safety, code compliance, and energy efficiency
- Create design solutions, identify issues of remediation, interpret building code, construction coordination, permitting processes, contract management, estimates, etc.
- Plan, fund, and execute free community events
- Oversee day-to-day operations of the nonprofit including budgets, program development, board management, website and graphics, etc.

Research Fellow (May 2022 - Current)

Portland State University, Oregon

The Center for Real Estate produces a Quarterly Research Journal analyzing issues related to the Industrial, Retail, and Residential sectors. I focused my research entirely on housing production, policy, and affordability

- Collect and interpret Data as it pertains to local housing production and residential permit volume
- Research and write independent policy analysis covering regional and state issues

Lead Designer (July 2016- February 2017)**Dyna Design-Build, Seattle, Washington**

- Managed creation of design solutions and permitting of residential projects including remodels and new construction.

Designer (November 2014 - October 2015)**Anderson Shirley Architects, Salem Oregon**

- Assisted in the advancement of projects in various capacities and stages of development, from site documentation and drafting to design solutions, permitting, and project coordination

Graduate Student (June 2010 - September 2014)**University of Oregon, Eugene**

- Completed the course of study focused on Architecture Design & Construction, Urban Planning, and Sustainability

Events & Operations Manager (August 2008-June 2009)**Oregon College of Oriental Medicine, Portland**

- Planned, organized, and executed all events for the college, student body, and board
- Maintained 3 department budgets and the operations manual

Research Fellow (July 2005- February 2006)**Architecture for Humanity, Bozeman, Montana**

- Contributed to the research, writing, and editing of the publication Design Like You Give a Damn, a survey of humanitarian architecture
- Participated in the program conception and execution for our multifaceted response to Hurricane Katrina

SOFTWARE

- Adobe Photoshop, Illustrator, InDesign, & Acrobat
- Microsoft Word & Excel • Sketch-up
- Auto-Cad
- Tableau
- ArcGIS
- Argus